

## Q16 Please identify 1- 2 changes or next steps you would recommend for the Town of Andover with respect to diversity, equity, or inclusion:

Answered: 732 Skipped: 729

#	RESPONSES	DATE
1	I'm not from Andover. This is a work thing.	3/22/2021 12:09 PM
2	1. More affordable housing. 2. Develop free wifi throughout the town.	3/15/2021 12:11 PM
3	increase sensitivity through programming	2/11/2021 2:36 PM
4	I have no idea.	2/11/2021 10:13 AM
5	Make tackling prejudice the central principle of town government	2/9/2021 12:56 PM
6	- May use several mediums to constantly make people aware of encouraging tolerance to diverse communities. - Start small, meet with local residential communities and encourage programs within the apartment complex to come together and interact. - Start with schools. Organize frequent activities at schools for all families to get together and meet each other.	2/9/2021 11:26 AM
7	None. It's been a great place to raise families since 1646.	2/2/2021 9:42 PM
8	1. Andover must integrate at all levels of town departments and schools. Outside experienced non Caucasians need to be hired because otherwise the excuse is waiting for new hires to get experience and get promoted - starting at the bottom rung 2. It appears that there are almost no minority owned businesses in Andover except a few food establishments.	1/28/2021 2:44 PM
9	Transparency and community oversight in police activity, including asking them to demonstrate higher training and a reduction in profiling	1/27/2021 4:25 PM
10	1. DEI training in all schools and town departments. There should be a one civilian board who meets regularly to ensure the town is adopting and adhering to policies that promote DEI, especially racial equity. And a second civilian board that oversees officer (fire and police) complaints and makes sure they are held accountable for their actions. 2. Increase (double or more) affordable housing. Town and school activities that are not fee based so those who are less well off can fully participate.	1/26/2021 8:03 PM
11	education through forums where marginalized people/communities are able to share their experiences. We did this at the law firm I work at, and it was a powerful awakening.	1/25/2021 6:32 AM
12	1. Increase demographic makeup and diversity of people who live and work in Andover. This includes setting goals such as establishing % of employees working in public positions that reflect national demographic % (i.e. 13.4% of all americans are black). This approach would allow us to hire minorities and pay them sufficient wages to allow them to live in or around Andover. 2. Increase investment and subsidies for building homes in Andover for people of color 3. Make diversity and unconscious bias training mandatory for all Andover employees as well as students 4. Establish venues and activities where people of difference religious, ideology, ethnicity, and sexual orientation can safely gather and interact with one another in an environment of inclusiveness. 5. Hiring practices need to vet potential Andover employees to ensure we don't hire white nationalist/supremacist, neo-nazi, anti-muslim, anti-LGBTQ, and black separatist	1/24/2021 1:07 PM
13	The police needs to be intentionally friendly.	1/24/2021 2:47 AM
14	Educate the community about diversity and equity	1/23/2021 10:23 PM
15	Andover needs to do something to promote affordable housing in town.	1/21/2021 7:51 PM
16	I don't have anything to offer here	1/21/2021 12:54 PM
17	Encourage the Eagle Tribune newspaper to cover the subject.	1/21/2021 11:46 AM
18	Appoint a commission that is ongoing and sustained over time.	1/19/2021 1:33 PM

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19	N/A	1/19/2021 1:32 PM
20	N/A	1/19/2021 1:17 PM
21	Get diverse leaders involved ie clergy members, town reps etc	1/19/2021 12:31 PM
22	(1) Better public school experience from ground levels with alignment and consistency among classes across a grade in any given school and across all schools in the district. These issues are pervasive and undermine the good that's being done on matters inclusive of and beyond inclusivity, diversity and equity. (2) Positively managing complaints and feedback in the town and schools and being willing to engage even one individual with action based solutions. Things will happen and how we deal with them from the smallest to largest ways will make all the difference.	1/18/2021 11:22 PM
23	Please do not create a problem where none exists.	1/17/2021 6:13 PM
24	I think that the Andover running workshops on recognizing implicit bias would be helpful other than the likelihood that the only people attending would be ones that don't need the workhops.	1/17/2021 9:50 AM
25	This is a very difficult question. I would appreciate possible solutions	1/16/2021 8:26 PM
26	Be sure that all services and town opportunities are shared equitably. Encourage community celebration and sharing of diverse cultural events	1/16/2021 4:08 PM
27	I think you're already doing it - gathering information from the various communities - understanding what needs exist, what gaps should be filled, where we can be more supportive. Basically, where we have opportunities to grow.	1/16/2021 7:18 AM
28	Follow Joe Biden's lead and work toward a more diverse Town workforce and leadership	1/15/2021 12:58 PM
29	Please don't spend tax payer's money to set up a separate division for "respect to diversity ". Did we vote on that spending? All the lives and culture are important from individuals who prefers to celebrate , not one is better than the other, color is not better than "white ", same that "white " is not better than brown, black and yellow,. The character of a person is the most important fact we should celebrate.	1/15/2021 11:32 AM
30	Have teachers of different ethnicities	1/15/2021 11:21 AM
31	Incorporate more culturally diverse retail and restaurants	1/15/2021 9:13 AM
32	1. How about a diversity and inclusion celebratory event? Food, music, dance, stores that celebrate our differences. The only problem with this approach is that the burden is still on the people who are different. 2. How about an event/project where people who are white (sorry, hope this is the right term to use) share their experiences about other ethnicities? What do they need to assimilate with different ethnicities? Let the majority take some of the burden to solve the issue instead of putting the burden on the minority group.	1/14/2021 1:23 PM
33	None	1/14/2021 1:18 PM
34	Increase affordable subsidized housing.	1/14/2021 1:05 PM
35	1. Celebration of holidays from diverse cultures that make up the population of Andover. 2. Food festivals celebrating different cultures.	1/14/2021 8:57 AM
36	Change leadership, open eyes to the world, celebrate differences	1/14/2021 8:24 AM
37	have a 3rd party check police and fire policies and especially history, have a 3rd party assess town employee promotions and hiring practices	1/13/2021 9:37 PM
38	Have a DEI committee/task force Encourage diverse representation in town governance and businesses	1/13/2021 9:23 PM
39	Disband Andover Mums FB page -so overage will go to Andover Area Mums - and North Andover Mums whose administration is shared by several admins who have the skill set to foster inclusion. 2) Reach out to the Black community ( start with the church perhaps ) and extend opportunity for paid positions in town management. 3) Continue efforts by Memorial Library to have ZOOM learning about Diversity - like the one offered a few months back ( sorry forget the title ) it was EXREMELY well done and I enjoyed and found a lot of value in it.	1/13/2021 4:47 PM
40	If it ain't broke, don't fix it.	1/13/2021 3:15 PM

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41	Have more representation in the town leadership of people of different cultural backgrounds. In Andover Day have different ethnic food vendors. Have banners posted saying the town is supportive of Diversity, Equity, or Inclusion.	1/13/2021 1:52 PM
42	condemn racism	1/13/2021 1:31 PM
43	Maybe make people more aware of how voicing their beliefs on people of color or the LGBTQ+ could effect people in those categories	1/13/2021 12:42 PM
44	Addressing problems openly and constructively. Have an appointed task force to address these situations.	1/13/2021 9:58 AM
45	Please identify the problem with diversity, inclusion, etc as it is not obvious. Are we taking action to be politically correct or to sincerely identify areas for improvement?	1/13/2021 9:07 AM
46	Immediately, secure a 100-acre parcel of land for low-income housing. Build 500 units. Build three comprehensive gyms and courts and youth athletic facilities. Build two new libraries, one for low-income residents only. Provide basic income for all residents of low-income housing. Do not let police near the neighborhood, regardless of alleged crime reports. This can easily be paid for by immediately instituting a 25 percent (On gross income "resident tax." ALL residents must pay their fair share to combat racism.	1/13/2021 9:04 AM
47	Equity and inclusion can be achieved in many ways and the more opportunities, whether through community, school or neighborhood events that allow for us to interact with our fellow residents and get to know them as they get to know us can only help break down those barriers that artificially separate us.	1/13/2021 8:46 AM
48	Survey Education zero tolerance for racism Examples	1/13/2021 8:20 AM
49	???	1/13/2021 7:48 AM
50	Create a diversity, equity committee made up of members of the community from different ethnic groups. with their guidance, begin to work with town organizations and departments to organize events that acknowledge and embrace various backgrounds. also work with different community organizations to foster deeper understanding of different ethnic groups and challenge stereotypes both in policy and individuals.	1/13/2021 7:48 AM
51	better handicapped accessibility, better able to destigmatize individuals afflicted with mental illness challenges, you g and old	1/13/2021 6:45 AM
52	Mire diversity within the town residents; more diversity of teachers in schools; more diversity training of kids in schools from the elementary schools up.	1/13/2021 6:09 AM
53	Employ greater diversity, provide better housing, affordable housing for all income levels and/or regular housing complexes within the town.	1/13/2021 3:34 AM
54	Education, awareness. A social work class would be eye opening	1/12/2021 11:58 PM
55	Before you can change you need to understand your problem. Inclusion isn't something that can happen over night. The minds of the residents in this community have to be changed. People have to actually want to change and admit that there is a problem.	1/12/2021 11:28 PM
56	Should create policies to support more diversify cultural groups and events	1/12/2021 11:06 PM
57	Be more aware of what is happening around	1/12/2021 10:36 PM
58	Include antisemitism.	1/12/2021 10:28 PM
59	Stop spending money on diversity consultants.	1/12/2021 10:00 PM
60	Town managers townsmen should meet culture group regularly.	1/12/2021 9:53 PM
61	Training for all town officials for diversity.	1/12/2021 9:44 PM
62	Minorities and whites need to intermingle more.	1/12/2021 8:40 PM
63	Fix the roads and improve the schools. And don't waste taxpayer money on an unnecessary high school.	1/12/2021 8:40 PM
64	We often are unaware. Provide a forum where people can anonymously inform us of unequal or unfair behavior.	1/12/2021 8:36 PM

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65	The focus groups should include Jewish. It's a unique identity especially among white supremacists. As a Jewish person, I don't feel comfortable joining a White focus group.	1/12/2021 8:21 PM
66	Discussions on racism/diversity in schools Same emphasis in the curriculum	1/12/2021 8:05 PM
67	Greater awareness, and inclusion	1/12/2021 7:58 PM
68	A member of every group that lives in Andover should have a seat at the planning table. The schools need to value their diversity beyond token potluck dinners and costumes/dance routines. Students and the community need to learn about the many contributions of these many different groups to our town/country/society. Our students need role models and representation every day, not just during black history month, etc	1/12/2021 7:55 PM
69	No suggestions	1/12/2021 7:48 PM
70	None, really. The Town is responding appropriately.	1/12/2021 7:45 PM
71	Stop looking at it as some sort of singular problem to be solved. It doesn't live in a vacuum. It's influenced by many different dynamics.	1/12/2021 7:44 PM
72	For starters terminate town employees who sent emails to diversity head.	1/12/2021 7:43 PM
73	Culture food festival	1/12/2021 7:41 PM
74	I recommend not taking it too far where you could negatively impact without realizing it. Don't condemn people who don't already agree with the idea, encourage dialog. Maybe more cultural events rather than "discussions" on topics	1/12/2021 7:27 PM
75	Stop pandering to the fake victims	1/12/2021 7:26 PM
76	More cultural events, celebrations. Increase diversity in schools - especially faculty and leadership to a massive extent.	1/12/2021 7:18 PM
77	More concrete, explicit steps on addressing DEIA, diversifying the town Leverage DEIA in hiring practices (e.g., my children have had all white teacher, 90% female outside of foreign language) - child has not exposure to diverse people/perspectives in school.	1/10/2021 7:54 PM
78	Hiring competent diverse cultural persons in the town management	1/8/2021 5:08 PM
79	continuous professional development, not "one and done"	1/8/2021 3:36 PM
80	no comment	1/8/2021 11:37 AM
81	One change is just to talk about it more in the school curriculum and daily lives of people here	1/8/2021 11:16 AM
82	Listen to newcomer residents. Listen to the people who move away because Andover is unaffordable. I am neither.	1/8/2021 10:30 AM
83	Support teachers and students who are activists in their conversations and actions.	1/7/2021 2:09 PM
84	Greater diversity is needed in leadership positions and on boards and councils in town and in the school system. Diverse students should be given a platform.	1/7/2021 10:20 AM
85	Please address the issues in town instead of hiding them. Address false allegations against good people and hold the accusers accountable. The Indian community in Andover has many of its own problems and none of them are due to those of other ethnic backgrounds, or color. The Town of Andover has marginalized Asians, Whites, and Indians to cater to the specific groups that are politically beneficial.	1/7/2021 12:19 AM
86	Hiring of minorities for town offices, schools, police, fire departments...etc	1/6/2021 6:30 PM
87	Ongoing Diversity training for ALL elected officials.	1/6/2021 3:43 PM
88	Sending out this survey is already a good first step. Parsing the data from this survey and acknowledging there is a problem is the next step. Andover is either ignoring the problem or is totally oblivious if the results indicate that there is no problem. Believe me as a minority person, when I say there is a problem.	1/6/2021 2:48 PM
89	Increase in affordable housing	1/6/2021 2:26 PM
90	Ongoing, mandatory diversity education and training for all town employees	1/6/2021 9:28 AM

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91	Mandate ALL town employees (town offices, hr, aps, fire, schools, etc) gain a better understanding of diversity by way of a "diversity training" from VISIONS! While it was years I went through a WONDERFUL diversity training program from VISIONS through my former employer. VISIONS was hired to assess and roll out a diversity training program that was mandatory for all of their employees (from polished white collar to blue collar field operations.	1/5/2021 9:55 PM
92	Drop the effort to change our system of governance. Change when the meetings are offered. Do more to reach residents and educate them about upcoming topics and educate them about how to properly raise questions so they feel comfortable participating. Do more to bring along marginalized students, and improve our education system...why do so many residents feel the need to send their students to private schools, only to find that the public education they received left them behind in math...unless they are privileged enough to also send their children to private tutors such as Russian School of Math, which is prevalent in Andover. These are indicators of real problems with the quality of our local public education system.	1/5/2021 5:18 PM
93	This is just a distraction from more important issues. I don't think it's the town's place to waste taxpayer money on what is currently a trendy issue just to appear progressive and inclusive. I'd rather the town resources be directed to infrastructure, reducing OPEB obligations and eliminating Town Meeting. Also, question 4 is stupid - anyone who says they would do that is lying. Question 12 is a yes/no question, not a scale - did this (no-doubt expensive) survey not allow that as an option?	1/5/2021 2:38 PM
94	whoops answered this in number 15	1/5/2021 2:00 PM
95	Open up more space for unstructured community gatherings. Why we need a multi year process to decide how to make the mill district into yet another mixed use vanilla development is beyond me.	1/5/2021 1:28 PM
96	None. I think the government should not get involved. The people of Andover are good, law abiding people who do not need a 'racial intervention'. Only if the law is broken should the government get involved.	1/5/2021 11:44 AM
97	Training on racial bias, especially for those who deal with the public, like police.	1/5/2021 11:01 AM
98	Include inclusivity based on religion and intolerance for anti-semitism	1/5/2021 9:59 AM
99	Seek ways to feature cultural diversity in the community.	1/5/2021 9:55 AM
100	More inclusion of diversity at all levels starting with the Town Offices, including teaching staff, department heads, etc. The Town Manager should be more accessible to the community and avail himself to community events that highlight the rich diverse culture of the community.	1/5/2021 9:46 AM
101	Working to increase diversity in hiring (in the schools especially) Providing incentives for local businesses that are aimed at different ethnic, racial, or socio-economic groups Continued support for community speakers/programs through library for example	1/5/2021 9:25 AM
102	What you are doing.	1/5/2021 9:19 AM
103	I don't see this as a function of Town Government	1/5/2021 8:40 AM
104	Hire more racially diverse people to leadership positions. The elementary schools hold events celebrating different cultures, the town should consider changing "Andover Days" so that it showcases our multi-cultural community.	1/5/2021 8:37 AM
105	Reaching out to those that don't feel respected and finding a way to make them feel heard continuously.	1/4/2021 3:20 PM
106	Hire someone to direct issues of diversity and inclusion and to promote cultural awareness and programming. Have them interface with business sector, public education, and faith groups to build a more inclusive town.	1/4/2021 1:44 PM
107	Increase hiring of people of color in the schools and town offices and services	1/4/2021 10:19 AM
108	1)We need to acknowledge that some citizens of our town may experience issues around diversity, equity and inclusion. People who are in the minority in Andover in terms of race, culture, sexual orientation, religion, language, etc. really need to see their thoughts, values, needs and ideas represented in the community, in order to feel a sense of belonging. Those in powerful positions have an opportunity to make sure all of the citizens in Andover feel included, valued and recognized. One place to start is by listening to citizens and hearing the voices of those who have faced issues around diversity, equity and inclusion in our	1/3/2021 9:29 PM

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community. 2)In particular, I think our town can do more to support families who may be marginalized or isolated due to language barriers, education level, low income, race, ethnicity, etc. Perhaps a leadership group with representatives from the town's public services (all those listed above-police, fire, business, healthcare, etc. ) could come together to discuss ways to ensure that every citizen in our town feels valued, recognized and included. The schools are doing a lot of work in the classrooms, but issues around diversity, equity and inclusion have existed for centuries and cannot be fixed through the schools alone. It takes changes in policies, structures, "business as usual" mentality across all parts of the community to begin to make positive changes around diversity, equity and inclusion.

109	before you put in new systems - parking meters and other technology - talk to seniors and folks with disabilities to get their input; need solve affordable housing issue - limits who can live here	1/3/2021 11:43 AM
110	I recommend nothing be done of a general nature. I do not believe, nor have I observed, any serious instances relating to diversity, equity or inclusion. My extended family includes white, black, brown and yellow individuals with educational attainment from HS to PhD. For this reason we never answer questions 17 and 18.	1/2/2021 2:57 PM
111	have diverse representation in the government and administration	1/1/2021 2:32 PM
112	*	1/1/2021 8:14 AM
113	Demonstrate interest and opportunities to discuss.	12/31/2020 12:00 PM
114	It would be inclusion of all groups and some sort of media campaign to educate the populous.	12/31/2020 11:02 AM
115	More work with school faculty and staff Stronger penalties for racial intolerance or racist acts in the schools	12/31/2020 8:54 AM
116	Reduce costs so that taxes can be lowered.	12/30/2020 5:34 PM
117	Plan days of celebrating our diversity.	12/30/2020 3:19 PM
118	stop these nonsense surveys lose the white guilt	12/30/2020 12:49 PM
119	Engage in training/education experiences as a town	12/30/2020 11:22 AM
120	I highly recommend looking into the work of Truth & Reconciliation as a way of fostering in-depth conversations around heated topics.	12/30/2020 10:46 AM
121	professional development for town employees	12/30/2020 10:15 AM
122	Town should increase the number of people of color in all aspects of town positions	12/30/2020 9:04 AM
123	An Open Forum Speaker series that could facilitate and offer perspective from the point of view from the diverse groups.	12/29/2020 7:30 PM
124	More diversity and cultural input in the classroom; teaching to avoid stereotyping and clicks starting with pre-k and kindergarten; any racial comments among kids should be addressed with the consequences; school psychologists should work with the child to ensure tolerance towards diversity.	12/29/2020 7:16 PM
125	N. A.	12/29/2020 3:48 PM
126	more ethnically diverse representation among the Town's personnel, including school personnel This survey itself, seems to be created from and for a white point of view.	12/29/2020 3:42 PM
127	Create a non-defensive environment to hear about diversity/equity/inclusion issues. Make it clear that "complaints" are valuable input (i.e. data) that should not be swept under a rug. Perhaps we need an ombudsperson? If we have one now I regret to say I don't know about it.	12/29/2020 3:30 PM
128	Steps Connect with social justice groups at Andover church	12/29/2020 3:16 PM
129	Monitor to see if any reported issues occur. To date the only issue reported was the fire Lt issue. This was essentially dismissed as an act of stupidity by the Town's investigation.	12/29/2020 2:29 PM
130	Start hiring people based on qualifications as opposed to who you know. The best candidates do not get the jobs in Andover. People know this so they do not bother applying for positions.	12/29/2020 1:41 PM
131	I would like to see more education and acknowledgment of ongoing racism in this country and how to engage in anti-racist behaviors.	12/29/2020 1:38 PM

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132	keep the Steady as You Go attitude alive.	12/29/2020 1:29 PM
133	Celebration of different cultures in town with food, customs, etc.	12/29/2020 1:25 PM
134	Make it easier to surface and identify specific actions that are negatively affecting our neighbors and hold the children and their parents accountable at the time when they occur. However, it is very unfair that a minor was called out repeatedly on social media for something that happened years ago and addressed with disciplinary actions years ago.	12/29/2020 1:15 PM
135	see above	12/29/2020 1:11 PM
136	Be really, really transparent about what you hear in these surveys, public sessions, etc.	12/29/2020 1:03 PM
137	Persons of color should be intentionally sought for the open Superintendent position and any open Town positions. Open positions on the police force should be prioritized for persons of color, particularly Black candidates .	12/29/2020 12:51 PM
138	No steps are needed. Keep doing what we've been doing all along. Let the rest of the country catch up.	12/29/2020 12:23 PM
139	Stop waisting money on this garbage IMMEDIATELY!	12/29/2020 11:39 AM
140	More education in schools.	12/29/2020 11:31 AM
141	Open the schools so the children can attend full time to experience diversity. Re it's schooling does not support diversity or inclusion.	12/29/2020 11:24 AM
142	provide a widely publicized method of alerting the Town about issues of race - when something occurs, do people call the safety center, town offices, town manager? Will they be speaking with an informed listener ready to fully take in the description of the issue without judgement or bias? does that office have the ability to take specific action on the report? (I'm aware that there are currently ways to do this, but not aware that all townspeople know and if it is a clear path to communicating issues and getting resolution)	12/29/2020 11:22 AM
143	-Set up a process for people to report incidents of racism so that they can be addressed - both specific incidents that require direct follow-up and to have an understanding of the culture/vibe in Andover for people of color	12/29/2020 11:21 AM
144	Hire someone whose job it will be to wake up every day thinking about and implementing strategies to support DEI efforts.	12/29/2020 11:14 AM
145	I support the continuing efforts of the Town Manager and others to have these issues discussed and addressed by individuals reflecting a broad range of experience and behaviors.	12/29/2020 11:13 AM
146	Actively seek and install leaders, both elected and employed, who reflect the demographics of our town and our nation. The more people in charge of Town operations who understand and reflect values and experiences of non-white, non-Christian people, the more likely we will succeed in making space for people of all backgrounds. The schools need more diversity in the staff, as do the school board, the Town services, the volunteer boards, etc.	12/29/2020 9:17 AM
147	More Programming exploring other cultures and races, businesses run by black and brown people	12/28/2020 10:20 PM
148	- immediately change the racist town seal and link this change to explicit curriculum around this work at each grade level in public and private schools in the town. This can and will be an incredible example of and institution (Town of Andover) following the lead of many other organizations who have used indigenous mascots and symbols inappropriately (Washington football team, Cleveland baseball team, etc.). Will be such a powerful teachable moment for school-aged children and adults alike.	12/28/2020 7:22 PM
149	Control Commercial real estate prices.	12/28/2020 6:44 PM
150	Please make sure the police don't mistreat people of color or subject them to unfair traffic stops.	12/28/2020 5:19 PM
151	Start calling racism for what it is, stop ingnoring it or pretending that it doesn't exist.	12/28/2020 2:47 PM
152	I was disappointed to hear about the Andover was focused on building a large senior center in the mill district instead of mixed condos and retail which might attract a younger more diverse group of people.	12/28/2020 2:11 PM

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153	More diversity in town management itself would offset the outcome of some of the issues the town has faced. You have to live it to understand or be directly involved.	12/28/2020 12:38 PM
154	social studies curriculum be updated and authentic attract diverse food/entertainment settings to attract diverse clientele	12/28/2020 12:38 PM
155	I come across a lot of people who mistake different personality traits for unfair equity or racism. I feel we need to change it at the grass root level and that way this town or any other town might have very few real problems associated with racism.	12/28/2020 12:33 PM
156	Understand what would make participation in town leadership activities attractive to members of our racial minority populations. Provide rigorous training to current members of boards etc. to ensure that when a new racially diverse member joins, they are welcomed and made to feel included and empowered to participate.	12/28/2020 10:03 AM
157	Follow the golden rule: treat others as you would want to be treated	12/28/2020 9:36 AM
158	Expanded DEI efforts in the Andover Public Schools. Investment in equipping all residents with the knowledge and tools to be advocates for DEI.	12/27/2020 10:57 AM
159	Among the various facets of DEI, I believe dietary inclusion and equity is also important, although it's not often considered. For example, most of the latest fine dining restaurants to come to Andover have few (lacto-ovo) vegetarian options... and even fewer have any vegan options. To enable more social and group dining in Andover, our dining establishments could explore offering an inclusive menu.	12/26/2020 12:38 PM
160	If we all treat each other with respect and kindness , regardless of background we will all succeed. The push for increased "diversity /inclusion " or whatever you want to call it unnecessarily divides and racializes our community, to it's great detriment.	12/23/2020 5:26 PM
161	*more BIPOC in leadership positions *more outreach/connections/recruitment from colleges with diverse populations in order to bring in teachers, interns, and student teachers of color *affinity groups for staff at all Town/School levels, so that like-minded people can commiserate and problem solve together	12/23/2020 1:18 PM
162	1) Introduce foreign language in elementary schools, so that children can begin to learn a second language as early as possible. This is INCREDIBLY IMPORTANT and it is disappointing that APS doesn't start foreign language instruction until middle school. Language is the foundation of learning about other cultures. Provide more services to welcome new families to town so that they feel a sense of connection and belonging. The schools could play a larger role in this too. Connection between families who have moved here from other countries and families who are native to this area will surely foster more understanding about different cultures and teach valuable lessons about the value of diversity and celebrating our differences. In our neighborhood alone there are new families from China, Spain, and Argentina and it has been difficult for them to find activities for their children and make friends, especially during the pandemic. As a community, we can do better and establish resources for these families and help them make connections.	12/22/2020 10:49 AM
163	Attract diverse candidates from other towns/cities, broaden main street to more diverse audiences, try offer rent booths to attract new and diverse vendors - small starts-up (like winter market in Cambridge)	12/21/2020 10:11 PM
164	Implicit bias training should be offered to all staff at Town and School.	12/21/2020 4:35 PM
165	Removing those with highly antiquated attitudes and replacing them with a team with a fresher, newer, naturally inclusive perspective.	12/21/2020 10:20 AM
166	Hiring	12/21/2020 9:41 AM
167	It goes beyond Andover, but instead of trying to make everything generic let's celebrate everything so kids can LEARN about different cultures and beliefs. And how about not make everything about race, but that is what gets the media excited and ends up causing a bigger divide. Racism will only be extinguished when we stop talking about it and never treat ourselves as 'white', 'black', 'yellow', whatever. Smart people see through the fake optics of a town/organizations reaction when the put out some statement or put some joke policy in place.	12/21/2020 9:29 AM
168	Make an effort to learn and educate yourself on different cultures and celebrate each other's differences	12/20/2020 5:07 PM

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169	probably make those who did those actions get in trouble like i dont understand at all why you would nt support the victims and make time to educate your students	12/20/2020 2:44 PM
170	Address that it's a problem.	12/20/2020 12:29 PM
171	Show DEI by actions not just words.	12/20/2020 9:04 AM
172	Town workers	12/20/2020 8:42 AM
173	Don't let people make something out of one or two isolated incidents	12/19/2020 5:50 PM
174	I moved here in August, so I don't feel qualified to answer any of these questions.	12/19/2020 4:34 PM
175	Hire people of color, offer forums on diversity, proactively address hate crimes/hate speech (like the noose).	12/18/2020 11:24 PM
176	Ensure town positions are filled equitably, in particular publicly facing ones. Continue to support and encourage minority owned businesses. Maybe an event such as the black & brown owned farmers market this year could be given more marketing/logistics support from the town.	12/18/2020 10:01 PM
177	The town should acknowledge that acts of racism and exclusion committed by residents are representative of our community and that is who we are. It may not be what we aspire to be, but it is who we are.	12/18/2020 6:23 PM
178	Stronger enforcement of anti-discrimination policies, investigating incidences of discrimination and hate crimes, and for the love of all that is holy PLEASE replace the Andover High School police officer, he has gone out of his way to make many people of color feel uncomfortable or marginalized within AHS and it's gone unaddressed for a long time	12/18/2020 6:18 PM
179	In person meetings when allowed All age groups represent	12/18/2020 4:00 PM
180	We need to somehow attract people of many diverse backgrounds to want to live here...	12/18/2020 3:19 PM
181	Candid conversations, implicit bias training and microaggression	12/18/2020 1:29 PM
182	Make it mandatory for teachers to ask for students pronouns, handle racism and racist incidents properly	12/18/2020 1:23 PM
183	include more books with a variety of marginalized characters in English classea and school libraries, particularly ones written by people of the marginalization (ex books about transgender people written by transgender people, books about Black people written by Black people foster and support addiotions of education about LGBT+ identities in middle and elementary school classes	12/18/2020 1:07 PM
184	Be thorough and effective in our schools to make the coming generation more just and inclusive; and really invest there where minds are still open.	12/18/2020 12:28 PM
185	More teachers of color	12/18/2020 12:08 PM
186	The first step is to appoint a diversity officer. The second will be to support the diversity officer's work.	12/18/2020 10:46 AM
187	If we are inclusive, we should include the ability to disagree with other views instead of shutting the opposite views down.	12/18/2020 9:54 AM
188	Focus on affordable housing so that people of different economic backgrounds can afford to live here	12/18/2020 9:41 AM
189	Hiring	12/18/2020 9:23 AM
190	Start talking to people of color in town, particularly students. Mandate antiracism curriculum from K through 12. Diversify curriculum. Push back when families raise objection. Force the hard conversations.	12/18/2020 9:21 AM
191	1. Eliminate ALL police overtime. 2. Eliminate all police details for roadwork projects and use private traffic control companies (eliminate the 'detail' gravy train for the police. 3. Actually enforce discrimination regulations on realtors marketing & selling properties in Andover.	12/17/2020 10:31 PM
192	It would be great to incorporate culture into events or downtown area. Andover day.....music, food. Library could have guest speakers or authors. The restaurants are main stream.	12/17/2020 6:46 PM

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193	Regarding police details, I feel that the Town Manager should have to sign off on any site where more than one detail cop is required. I also feel that the police should have more visible and positive roles (bike safety days, CPR classes for the public, teaching de-escalation techniques to the public, etc) and working with various groups before events/demonstrations to ensure safety and respect for all.	12/17/2020 5:58 PM
194	We need more people of color in elected and appointed leadership positions in the Town.	12/17/2020 5:27 PM
195	Hire a more diverse workforce in the town and in the schools. Make sure the police are training in stress management and de-escalation, for themselves so they don't overreact when in a crisis situation. Find ways to increase the amount of affordable housing in our town. Welcome Black or Latino owned businesses.	12/17/2020 5:08 PM
196	I don't know - I'd be interested in what non-whites suggest	12/17/2020 5:02 PM
197	Keep moving forward. There are some, mostly older folks, who will never adapt to reality and the present, and give up their self-proclaimed superiority. Just keep doing the right and ethical thing.	12/17/2020 4:23 PM
198	Have a wider and more diverse management/government/hiring of police, fire, etc	12/17/2020 3:34 PM
199	no idea... am not aware of any problems.	12/17/2020 3:33 PM
200	Town-wide reading and discussion group via Zoom using such books as So You Want to Talk About Race (Oluo), White Fragility (Di Angelo), Caste (Wilkerson), Stamped (Kendi). Small group trainings led by professional consultants and discussion groups using these or similar books for all Town Employees.	12/17/2020 3:15 PM
201	Share this survey results with public in details; Connect with surrounding towns where the population is more diverse - there are a lot we can do to help or to raise awareness; Recruit minority owned businesses to Andover.	12/17/2020 3:14 PM
202	This survey is a good step. Having open conversations can be helpful too. Unfortunately the uber-righteous liberal crowd can be difficult. Their smugness really turns other people off and prevents constructive movement. I think it would be helpful to educate the public safety crew that Black Lives Matter is not an anti-police organization. Ok, some BLM folks don't like police, but many of us do support both and local officers' hostility is really disappointing. Please tell the Business association that some of their members need to chill out. I don't want to hear pleas to shop local when my dollars aren't wanted.	12/17/2020 1:27 PM
203	One thing I love Andover is that the events we through out for ppl in Andover and show our community and what businesses are surrounding us during Andover day. However I do not see other diversity in these groups. There are towns that celebrate Diwali and there are towns that celebrate Chinese New year however when I look at Andover we do not see any of these. It makes me think is Andover diverse?	12/17/2020 1:12 PM
204	Math continue to be a weakness of our schools. In Andover, a student is good in math if they have the money for paying a tutor or enroll in Russian Math. In Andover, a student will be interested in Computer Science/robotics if they have the money for enrolling in special and expensive camps. Math needs to improve specially in elementary level. Buying apps for math is not the solution. Our teachers really need to rethink their teaching methods	12/17/2020 1:12 PM
205	Attract more diverse talent to the town to employ. Acknowledging and celebrating more holidays from other religions of residents in town.	12/17/2020 1:03 PM
206	Implement a minority hiring quota for town personnel and police and fire. Town statements on inclusion and diversity are belied by the town's practice.	12/17/2020 12:59 PM
207	Please do not judge anything without asking any questions. For example, a different culture with a tongue language different does not mean they do not speak English at home. I have seen in the school, that they just assume that they only speaking their culture language at home.	12/17/2020 12:45 PM
208	Keep trying to do the right thing	12/17/2020 12:44 PM
209	Refer to Black, Indigenous and POC for advice and leadership in this area.	12/17/2020 12:29 PM
210	It would be nice to have a cultural festival (obviously once COVID allows)	12/17/2020 11:58 AM
211	Don't implement CRT-based trainings.	12/17/2020 11:49 AM

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212	Unique training, where trainees are placed in situations where THEY are in the minority, and then their THEIR presence is questioned.	12/17/2020 10:31 AM
213	None needed	12/17/2020 9:20 AM
214	Town employees are largely "townies" or white. - Website does not reflect diversity etc..	12/17/2020 8:00 AM
215	Acknowledge that we, as a town, are a great place to live. PS why should we identify below as to race or gender? I/ we are Americans who reside in Andover	12/17/2020 7:32 AM
216	More affordable housing to encourage racial, ethnic and economic diversity . ACTIVE and committed efforts to diversity Town and School staff. Eliminate the School Resource Officer from the police department, because this position can make minority students feel uncomfortable.	12/17/2020 12:03 AM
217	?	12/16/2020 10:11 PM
218	As a white person who is not aware of all of the issues faced by other community members, I can't say what the most important next steps would be, aside from providing "diversity training" (for lack of a better term) to town officials, police, and the fire department as a start. Beyond that, I think it's important to not just stop at that but to constantly examine how we can be more inclusive as a community...it should be an ongoing effort, not an isolated project/effort.	12/16/2020 8:47 PM
219	Sensitivity training and education for police to better understand and serve the needs of marginalized and/or minority populations within the community	12/16/2020 7:26 PM
220	Replace the Town Manager	12/16/2020 7:03 PM
221	Look at the ABC scholars who have left home to immerse them selves into a "white community " !!	12/16/2020 6:42 PM
222	Would be great to see a dedicated team focused on DEI with representation from town leadership as well as local constituents	12/16/2020 6:08 PM
223	Create a diverse panel of influential local residents to review and recommend remedial action, as appropriate.	12/16/2020 5:27 PM
224	More training for police and fire officers on racial sensitivity Review of social studies curriculum in schools	12/16/2020 5:12 PM
225	training to make diversity feel welcomed in their interactions.	12/16/2020 4:00 PM
226	1) Move the Police Dept to Civil service, increase transparency and move applicable functions to other service providers 2) Include more education programs in the schools 3) Implement DEI hiring, training and promotion policies in the schools, fire, police and all other town employees	12/16/2020 3:41 PM
227	Do not conflate diversity, equity, and inclusion with income and wealth inequality even though there is some overlap. Think about which is the symptom and which is the cause. How does the Town effectively open itself to do business with local businesses, especially at the top levels of management?	12/16/2020 3:33 PM
228	Financially support DEI team, encourage more BIPOC-owned business with financial incentives to promote a culture of inclusion	12/16/2020 2:55 PM
229	Training of ALL public servants in Andover.	12/16/2020 2:49 PM
230	Change hiring practices to be absolutely sure managers are hiring the most qualified people who reflect the diversity (ethnic, racial, religious....) of the broader community around us. Not to fit the demos of Andover, but of Eastern Massachusetts and Southern New Hampshire.	12/16/2020 2:13 PM
231	Recognize cultural holidays, have programs to educate youth about diversity and inclusion	12/16/2020 2:10 PM
232	Advertising for town positions in areas rich in diversity, including the surrounding areas. Trying to bring in diverse business people by reaching out to business groups to highlight the advantages of doing business here.	12/16/2020 1:25 PM
233	None	12/16/2020 12:59 PM
234	Real anti-racist curriculum in schools. Teach our kids to be better.	12/16/2020 12:44 PM
235	bring in affordable housing so ordinary people can live here	12/16/2020 12:34 PM

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236	Slow down	12/16/2020 11:46 AM
237	None	12/16/2020 11:39 AM
238	My experiences have been limited lately but I have not witnessed firsthand any exclusions. This does not include real estate transactions as I have no occasion to witness.	12/16/2020 11:36 AM
239	Talk in a structured, intentional way with residents who feel exterior to the community.	12/16/2020 11:03 AM
240	downtown festivals multi ethnic	12/16/2020 10:39 AM
241	No changes needed to diversity	12/16/2020 10:32 AM
242	Hiring BIPOC staff and more affordable housing	12/15/2020 10:52 PM
243	I feel that people should be appointed to positions that they are best qualified for and do not think it should be based on race. I feel that in society that kind of thinking is becoming problematic for every race. I am a nurse and have worked with black, hispanic, white, asian and African nigerian haitian patients and medical providers of all races. I wish that thought processes could change from being race based as they are now, to the quality of the individual person. I do not think establishing guilt and victimhood is a good idea. If you are a poor white family in Anodver, you do not feel you have a white priviledge, and it is alienating. Children do not even know what all of this means. My family has many Jewish members as well and I feel that that kind of history is not being covered as much and we are creating a disasterous situation instead of giving a real education covering history. I think all of history should be covered in the schools as it relates to slavery, not just parts of it.	12/15/2020 10:44 PM
244	hire more diverse community employees (teachers, police etc.)	12/15/2020 7:58 PM
245	Racial bias training for all employees.	12/15/2020 4:23 PM
246	See above. Youth center brain washing children is bad for everyone.	12/15/2020 11:50 AM
247	Privately make sure each family which is identified as a minority family has the ability to enroll their children in the sports and activities in which they want to participate. Sponsor scholarships for those who don't. Inclusion begins YOUNG... very young. I have heard 4yos (literally) bullying and putting down others. It's important to start with youth programs.	12/15/2020 11:14 AM
248	Hire more diversity. Increase the number of books by minority authors taught in our schools.	12/15/2020 9:31 AM
249	i started here 19 years ago and this subject has not been talk about in 17 years, when i was ask to be on the Diversity group when they want to start a group	12/15/2020 9:20 AM
250	A resourceful institution like Phillips Academy could integrate into the public schools for programming and outreach.	12/15/2020 7:53 AM
251	Diversify your town management, and police force.	12/14/2020 10:09 PM
252	More events that celebrate cultural diversity. Including streamlined curriculum for DEI in public schools Training in DEI for town leaders	12/14/2020 9:36 PM
253	more activities of this sort	12/14/2020 9:17 PM
254	It will be lovely if the town could organize more culturally diverse events like celebrations for Diwali, Chanukah, Chinese New Year, and Emancipation Day.	12/14/2020 7:54 PM
255	Educate people on unconscious bias and be culturally sensitive, organize festivals of other cultures and celebrate multilingualism	12/14/2020 7:18 PM
256	Na	12/14/2020 6:31 PM
257	We need to hear more from the minority communities. I was surprised to hear how bad some minorities felt during the racial equity protests.	12/14/2020 4:36 PM
258	There should be a paid part-time position for someone solely focused on diversity, equity, or inclusion in Andover. The schools (high school) need better communication with the students to de-escalate situations and open lines of communication to the entire student body. There is so much hearsay for students not directly involved in a situation. Confidentiality laws are either a challenge or something to hid behind and an open discourse is hurting because of it.	12/14/2020 3:38 PM
259	Do more to attract and hire diversity	12/14/2020 3:10 PM

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260	I'm planning on moving so I really don't care. If I stayed I'd suggest you try to hire a few minority cops and put women on the force. All those overweight, overpaid white guys do not inspire confidence. Less SWAT training, more community policing. It's a problem.	12/14/2020 12:35 PM
261	Many years ago, I reached out to the community director about developing recreational activities for individuals with disabilities. He said he would get back to me, after getting school aged child programs developed first. I am still waiting for his response. Some kind of recreational programming, like what is offered to community students, at the Youth Center is lacking in our community. The youth center is a beautiful setting that could be utilized more than what is currently happening over there.	12/14/2020 12:08 PM
262	Providing an environment for families of color to live in Andover. Providing program for less privileged kids in our town. Providing more feedback and how Town of Andover is tackling issues related to Race, diversity and equality using different platforms. This will encourage residents.	12/14/2020 10:54 AM
263	Include all groups as equals. Do not try to change history from what it is.	12/14/2020 10:52 AM
264	The schools could start to incorporate cultural assemblies into their yearly schedules. Less education on SEL, more on cultural diversity and respect.	12/13/2020 8:23 PM
265	I think on Wednesday's at the park should hire music groups of different backgrounds where everyone is welcome to join.	12/13/2020 8:21 PM
266	Hire DEI leaders for the town and the schools and utilize consultants and DEI staff to facilitate town-wide dialogues while also engaging in a DEO assessment.	12/13/2020 5:58 PM
267	make a safe space for people to talk and meet.	12/13/2020 12:07 PM
268	Strive for a minimum of 40% diversity of school teachers and leadership. Strive for a minimum of 40% diversity of leadership in official Andover Town positions.	12/13/2020 12:00 PM
269	Stop making police the enemy.	12/13/2020 11:11 AM
270	The Town should reach out to community organizations who are already doing this work and ask them what changes need to be made first.	12/12/2020 7:06 PM
271	1. Make if an actual priority across the town and all departments. 2. Show how these issues are damaging to members of our own community and how recognition of that fact can help strengthen our whole town.	12/12/2020 6:04 PM
272	Definitely a need for education within the town departments with regard to residents rights and where the line has to drawn and how.	12/12/2020 2:31 PM
273	Please see above answers and more community events.	12/12/2020 1:44 PM
274	1) Ask better questions and really listen to the answers. 2) Be pro-active in getting the word out to town residents about this particular step and the ones you will be taking next.	12/12/2020 12:00 PM
275	Create a task force whose role is to meet with and provide resources (thinking non financial but likely needs some backing) for anti racist education and policies in our schools and businesses. They would also help liaise regarding broader community programming and events in Andover.	12/12/2020 9:16 AM
276	Stressors on people who are more marginalized in society in general, such as people of color or people with financial struggles, are amplified in a town where there are clear "haves" and "have nots." If there is going to be movement towards a truly inclusive culture in the town, these groups need a voice. In addition, there are many, many wonderful, compassionate residents who do not have an entitled, aggressive attitude. Those residents also need to be empowered to challenge their peers to support inclusion efforts.	12/11/2020 6:10 PM
277	Hire other qualified professionals and residents that represent other ethnicities c groups to work in schools, town, fire and police Dept.	12/11/2020 1:20 PM
278	Andover jumped on the DEI bandwagon because it's the "woke" thing to do. A few cops' bad decision does not make us all racists and feel like we have to apologize for being white.	12/11/2020 1:03 PM
279	Charter schools.	12/11/2020 12:45 PM
280	Start with teaching all employees about racism, LGBTQ+ issues, white privilege, feminism, exclusivism, and pluralism. Pluralism goes beyond "melting pot". It is people and cultures	12/11/2020 12:13 PM

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welcoming each other to live and work together and to learn from each other, with ALL changing, to create new systems and policy, being in dialogue, building bridges to understanding, to include the new best way way forward, but always looking to change and inclusion, tolerance, at least respectful coexistence.

281	Hire more diverse teachers in the school system	12/11/2020 12:07 PM
282	I think the Town should prioritize hiring more BIPOC employees and support the ones they already have. I think the town should make stronger statements including saying outright that "Black Lives Matter" instead of more vague statements condemning racism.	12/11/2020 11:34 AM
283	I would like to see the Town of Andover take the results of this survey and come up with ways to make everyone feel more included and comfortable in Andover.	12/11/2020 10:58 AM
284	Please bring in more affordable and diverse businesses down town.	12/11/2020 10:37 AM
285	Diversity and Inclusion training Welcoming more diversity and practicing more inclusion	12/11/2020 10:26 AM
286	1. Hire more people of color in leadership/community worker roles. I am happy to see a person of color as vice principal in the high school. What about the police force and fire department? Who can people of color turn to for support? 2. More education in the younger elementary grades about racism that continues through elementary and middle school. I have heard 5th graders use racist language.	12/11/2020 10:17 AM
287	Have an outside group audit the different aspects of the city. Hold affinity space for BIPOC folks to share their narratives—have the people holding that space also be BIPOC folks who are trained in that area.	12/11/2020 10:04 AM
288	Cultural Competency Training. Understanding Bias.	12/11/2020 9:04 AM
289	See above. Great job!	12/11/2020 8:43 AM
290	Hire diverse faculty at schools and other municipal departments in town, diversify school committee members. Hire people of color in leadership positions. Develop and share a long term plan on how diversity, equity, and inclusion (DEI) will be addressed in schools- Hire professional organization of color to work with school faculty - long term reflective DEI trainings are needed! Incorporate DEI lens into curricula- Topics addressed in "Race and membership" class at the high school should be incorporate in core social studies curriculum. Black authors and scientists should be featured in core classes throughout the year, etc Empower students of color and other minority groups to speak up and create a safe space for them to do that- have faculty who they can trust. Create opportunities in town to celebrate different cultures.	12/11/2020 8:32 AM
291	Training and education. Putting programs in place to include all people especially young people	12/11/2020 8:12 AM
292	Where are the goals stated for this effort? What is the end game? Is it to develop programs to educate, local businesses, governments, and residents on this subject matter? Or is it to appease some Federal mandate or political correctness? Where is the transparency wrt this effort? Who is funding this effort, Fed govt, State govt, local govt, taxpayers? Volunteers from govt, business, and residents to critique the information gathered from Visions or other agencies.	12/11/2020 7:53 AM
293	Making Andover a more welcoming community for all.	12/11/2020 5:38 AM
294	Town should stop wasting tax payer's money on stupidity like this.	12/10/2020 10:09 PM
295	Stop focusing on race. We are welcoming to all people, but making something ABOUT a race, or persons race is perpetuating racism. If race doesn't matter it shouldn't matter.	12/10/2020 10:09 PM
296	None of these (diversity, equity, and inclusion) has much relevance to the governance of a town. Equity, in particular, is not a cause that is appropriate for the town to take on. Freedom of association of private persons and businesses is paramount. The town should leave social causes like the promotion of ethnic mixing and equality of outcome to private organization. ————— On a separate note regarding Question 18 , "gender" is a characteristic of languages not living beings. The English language is a non-gendered language, so I do not have any particular gender to identify with. On the other hand, living beings possess the intrinsic characteristic of "sex." Although the question is poorly worded, I assumed that this was the intended meaning, and answered appropriately.	12/10/2020 9:35 PM
297	Look for Town policies that have a disparate racial impact. Help Town employees and	12/10/2020 8:56 PM

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	administration learn about the history of racism in America	
298	Hire more BIPOC teachers, hire a BIPOC councilor. Anti-racism training for all town administration. Defund the police, especially no more police in schools. Invest In and highlight POC orgs/clubs/ and businesses.	12/10/2020 7:51 PM
299	Educate kids about racism	12/10/2020 6:30 PM
300	Schools need to keep their political and racial bias out of their classrooms. It's not inclusive at all when they are making so many students feel excluded and in many cases students are being silenced by teachers for voicing their thoughts and opinions.	12/10/2020 6:26 PM
301	Sensitivity training and racial awareness training; way, way more opportunities for people of color to be in leadership positions. Diversifying our teacher pool, town leadership positions, etc, should be a priority.	12/10/2020 6:14 PM
302	Make poms pond out-of-town prices cheaper again. The out-of-town price hike in the early 2010s was a thinly veiled attempt to exclude people of color from summer activities. Before, many families of color from surrounding towns would enjoy the pond, and now it is often empty in the summer. Second, let students from GLTS participate in AHS exclusive programs like show choir. Lawrence public schools previously offered to work with APS on the liability/legality aspect of this, but the school board still turned it down with no good reason other than prejudice.	12/10/2020 5:59 PM
303	Hold students accountable and give them consequences for their actions	12/10/2020 5:41 PM
304	Be more open about what steps are taken and how this has impacted the town's decisions - hiring and other areas	12/10/2020 5:22 PM
305	Town sponsored events should always be planned with a view on diversity, equity, and inclusion - are you hiring vendors who support that mission? Are you proactively seeking out diverse voices and representation? When racially charged issues arise with the police and fire departments, there should be a mitigation plan in place that was developed with contributions from a diverse set of voices.	12/10/2020 4:41 PM
306	None	12/10/2020 4:33 PM
307	No change.	12/10/2020 4:31 PM
308	good to have liaisons connected with the town and schools who are also connected to other racial/ethnic groups	12/10/2020 3:53 PM
309	Can't think of any.	12/10/2020 3:31 PM
310	Make efforts to reflect diversity in the town, from the mailings to the decorations.	12/10/2020 3:13 PM
311	Prosecute racial incidences at high school as hate crimes, Hold police accountable for actually punishing white teens who commit crimes in and over and not just those of a different ethnicity.	12/10/2020 3:07 PM
312	Asking questions (like the survey), listening to feedback are key first steps. Utilize the recent census to look at the town's demographics. Are there groups that are not being represented in leadership roles, programming, businesses, etc? Are there reasons why they may/may not participate in programs, apply to town jobs, or seek to have their business based here? What areas do we address and opportunities can be created for a more diverse landscape?	12/10/2020 2:47 PM
313	I don't know but I've seen the racism towards Tram Nguyen and I am ashamed to live here. I heard about the instagram page where students were posting their experiences and I am ashamed to live here even more.	12/10/2020 2:45 PM
314	Much more public proclamations against racism and hate; signs about Black Lives Matter; and anti racism. So many things need to change. Diversify the curriculum; teach in our schools about the history of oppression and systemic racism.	12/10/2020 2:27 PM
315	Does Andover have any low income housing? YIMBY! Does Andover have any special support for POCs to start businesses? What incentives are there for POC to live here vs anywhere else? What about zoning restrictions that forbid multi family housing on some of these giant residential lots (I live on one of these and know I can't currently build a tiny home on my property, for example). Increasing density is good for incorporating various income types and the environment.	12/10/2020 2:25 PM

Town of Andover

316	1. Diversify literature learning school curriculums. 2. Encourage people of color in participating town activities. 3. Diversify culture celebrations	12/10/2020 2:22 PM
317	Adopt a SS curriculum that gives teachers a more specific framework to teach history through an antiracist lens	12/10/2020 2:13 PM
318	Listen and address potential issues....	12/10/2020 1:46 PM
319	WHY CAN'T EVERYONE GET WHAT THE WORK FOR! WHY MUST WE CONTINUE TO GIVE TO THOSE THAT DON'T WORK FOR IT	12/10/2020 1:44 PM
320	Ensure that the town's zoning and housing policies encourage diversity, equity, and inclusion.	12/10/2020 1:25 PM
321	Community outreach Leadership communication about icluion and diversity	12/10/2020 1:15 PM
322	I have no advice to offer.	12/10/2020 1:00 PM
323	Seek more strong candidates to fill higher skilled positions and improve communication through interaction of employees in a meaningful way, not just through programs during professional days. For housing find ways to have more diversity, equity, or inclusion in the neighborhoods though more low/middle income housing. Seven room capes and ranches are being swallowed up by McMansions and Townhouses.	12/10/2020 12:32 PM
324	Have more than one way to keep asking for opinions and examples of individual experiences of what it is like to live or work or shop or be in Andover.	12/10/2020 12:15 PM
325	More communication of commitment to diversity, equity, and inclusion from police and fire on all levels formal and informal would help. Department leadership could identify specific department goals to address diversity, equity, and inclusion each year. I would like to see them say that behavior by their employees that does not support these goals will not be tolerated and such employees will be dismissed. I would like to see police and fire chiefs and town take sole responsibility for training and compensation. Town Meeting approves budget and there should NEVER be fundraising beyond that to additionally compensate police and fire officers and their families. The unavoidable impression from such fundraising - even if solicitations are made by a neighboring town's officers - is that whether you contribute or not could affect their delivery of services to you. This injects fear into our town culture. I also felt, with this survey even, that sometimes town communications are somewhat randomly distributed. I would make a priority of developing a more effective way of communicating with townspeople. Is there a weekly summary from the TM's office of things the citizenry should know about what is going on? I registered for some notices but I never see anything.	12/10/2020 12:14 PM
326	Reflect the diversity of the country in all aspects Be anti - racist	12/10/2020 12:00 PM
327	Publish results of survey. Sponsor activities to "mix it up" with ages, ethnicities, backgrounds, etc. - just to interact to start rather than get into heavy conversations.	12/10/2020 11:57 AM
328	Move forward with open unity for all racial issues and don't dwell on the past.	12/10/2020 11:50 AM
329	Be fair to all	12/10/2020 11:19 AM
330	Hold all people to uniform standards of decency. Understand and abide by the principle that most matters which arise outside of school hours, on forums that have nothing to do with the school, are not the school's business.	12/10/2020 11:10 AM
331	No student should ever feel uncomfortable in a class room or youth center based on their political view or parents occupation. This is all part of diversity, equity, and inclusion!	12/10/2020 10:56 AM
332	Sobhan would have been a great position. Very difficult question.	12/10/2020 10:54 AM
333	Reflect the diversity of the country in all aspects Be anti - racist	12/10/2020 10:49 AM
334	Spend time interviewing members of non white communities and seek input about their experiences the communities are varied and their interests and need may differ. Let the community as a whole that outcome for consideration.	12/10/2020 10:34 AM
335	Promote Andover as a welcoming community and fight against false attacks of racial or bias activities.	12/10/2020 10:21 AM
336	It seems they are stepping the right direction by sending out an inclusivity statement, and gaining programming for town citizens to be trained on what it is and how to embrace our new	12/10/2020 10:14 AM

Town of Andover

	diversity.	
337	They should involve groups in this discussion that have day to day experiences like the schools and youth services.	12/10/2020 10:11 AM
338	Less attention to Christian holidays in public schools.	12/10/2020 10:04 AM
339	Don't have enough information to answer.	12/10/2020 9:55 AM
340	Change the Town Seal Support diverse and community integrated affordable housing initiatives	12/10/2020 9:47 AM
341	Acknowledgement that change can be progress for all and that inclusivity is not taking away from others.	12/10/2020 9:46 AM
342	Maintain current efforts on diversity and inclusion, while significantly increasing exports on education, sound governance and fiscal responsibilities	12/10/2020 9:43 AM
343	I think there should be more diversity training.	12/10/2020 9:37 AM
344	Maybe have speakers like transgender and other minority groups present to the community.	12/10/2020 9:34 AM
345	The Andover location I work in is entirely white. I would love to see more diversity, but I do understand that the employees have been here for years and that in order to add more diversity, a new position would have to open up	12/10/2020 9:26 AM
346	Educate school kids and town about all the different cultures in town	12/10/2020 9:22 AM
347	Create and encourage conversations between all different types of people where people do not feel ganged up on or guarded. EVERYONE has implicit bias, not just white people.	12/10/2020 9:18 AM
348	This survey and committee you have formed seems like the logical and best first step.	12/10/2020 9:12 AM
349	Make those who are offenders accountable	12/10/2020 9:01 AM
350	Not at the present time	12/10/2020 8:56 AM
351	Specific and authentic training for Select Board, School Committee, Superintendent, Town Manager and heads of all town departments in diversity, equity and inclusion. THEN the same for all town/school employees.	12/10/2020 8:53 AM
352	Finding middle ground between groups especially different political groups	12/10/2020 8:46 AM
353	Minority candidates for gov't positions need to be encouraged.	12/10/2020 8:45 AM
354	Training	12/10/2020 8:37 AM
355	The town seal/emblem is problematic.	12/10/2020 8:33 AM
356	I was so disappointed to hear that our equity person felt disrespected and quit. He was skilled and a great resource for ppl. This is embarrassing. Also upset that parents feel they can bully teachers in the high school publicly on social media for being "too liberal".	12/10/2020 8:31 AM
357	Having more teachers share what they see/know/feel rather than making educated guesses. Create a community celebration of D, E, & I	12/10/2020 8:30 AM
358	I don't know	12/10/2020 8:15 AM
359	More education on implicit bias for families, educators, and students	12/10/2020 8:14 AM
360	Let's be honest and say we have a problem. Give a voice to our diverse population.	12/10/2020 8:06 AM
361	Hire a full time Anti-racism Coordinator to work with town and school officials on hiring practices, anti-bias training, curriculum, and responding to racist incidents. This person could help guide the work of town and school officials, which I believe should include: review police training practices regarding implicit bias/racial profiling, use of force, de-escalation; assess police practices against the six pillars from the President's Task Force on 21st Century policing; reconsider how police resources are used in schools; host a community forum for local businesses to address racial profiling; review hiring policies and set goals to increase the diversity of town and school work force; be intentional about contracts with black-owned businesses; collaborate with our Greater Lawrence neighbors and consider a public apology of the racial profiling that occurs in traffic stops at the town border; encourage historical society to publish the unexamined history of our town with respect to indigenous people, slavery,	12/10/2020 8:05 AM

## Town of Andover

segregation; examine school curriculum, incorporating resources from the 1619 project, the Equal Justice Initiative, the Zinn Project, Teaching Tolerance and more; fund programming at the library to bring diverse speakers and programming and to support a community read on anti-racism; create a new town seal, celebrate Indigenous People's Day instead of Columbus Day, and develop a practice of Land Acknowledgement

362	Affirmative Action in hiring	12/10/2020 8:03 AM
363	partner with groups and organizations that give BIPOC a voice and some power MORE resources to schools.	12/10/2020 7:44 AM
364	Including literature for all ages written by and about authors of all different backgrounds to create an understanding of cultural and perceived differences and hopefully evoking empathy and understanding.	12/10/2020 7:41 AM
365	Training, training, training!!! This includes business and sales personnel.	12/10/2020 6:32 AM
366	Please address and help fight against anti Muslim and anti Jew incidents, ideas and rhetoric. This is not even addressed as an issue in your survey.. It doesn't even have a category for Middle East descent e.g. Arab,Muslim Mizrachi Jew	12/10/2020 5:33 AM
367	I think that a culture initiative should be a weekly/daily part of the school curriculum. I think the community should host more cultural events.	12/10/2020 5:28 AM
368	Replace town management with people who respect and encourage diversity and inclusion.	12/10/2020 12:29 AM
369	Inclusivity events	12/9/2020 11:15 PM
370	Affordable housing, anti racist curriculum in schools, no police in schools, accountability from racist government officials	12/9/2020 11:04 PM
371	Encourage more participation from people of diverse backgrounds who are qualified to lead or deal with town matters.	12/9/2020 11:03 PM
372	Further education	12/9/2020 10:59 PM
373	Focus on increasing diversity in police, fire and town government.	12/9/2020 10:58 PM
374	awareness of presence of concerns/problems about integrity, equity, or inclusion	12/9/2020 10:38 PM
375	Making the 1:1 computer initiative not Bring Your Own Device, but district supplied devices Create school ambassadors who can help parents with forms/paperwork, access to information, access to culture of that school	12/9/2020 10:04 PM
376	More affordable single family homes.	12/9/2020 9:52 PM
377	Hire more people that are not white male	12/9/2020 9:24 PM
378	Continue to call out acts of racism or discrimination.	12/9/2020 9:24 PM
379	Dissolve the diversity group	12/9/2020 9:23 PM
380	Doing more community events rather than remaining silos.	12/9/2020 9:01 PM
381	Some gender and equality workshop would be beneficial	12/9/2020 8:56 PM
382	Long-term professional development. I'm not suggesting the pie in the sky type of educating. I'm talking about the boots on the ground type. Something that is applicable in day-to-day life.	12/9/2020 8:55 PM
383	Do not pander, treat everyone the same	12/9/2020 8:49 PM
384	Even things like the new super intendent search... more old white people.	12/9/2020 8:44 PM
385	Educate EVERYONE leaders, community members, families, old, young, and in between.	12/9/2020 8:38 PM
386	Include religious/cultural days for town employees that do not punish people for celebrating an important day that represents their identity by making them use their sick days. Create funding for our Culture Climate Committee so that we can continue to do our anti-racist work in the schools.	12/9/2020 8:38 PM
387	Stop identifying differences	12/9/2020 8:30 PM
388	hire more diverse teachers	12/9/2020 8:29 PM

Town of Andover

389	Provide an incentive for diverse retail entities Hold festivals for other religious groups downtown - eg chinese New Year, Diwali, Hannukah ,	12/9/2020 8:28 PM
390	Police and other town employees need to wear masks and acknowledge the disproportionate impacts non BIPOC communities Community service days, meet your neighbor day- as a way to celebrate and come together AFTER covid vaccination is broadly administered	12/9/2020 8:19 PM
391	Vamp up Andover day and revitalize it into a "diversity and inclusion day" with vendors from lawrence asked to attend instead if just stallsof vendors giving away free bags etc! Each year it can be a partnership with a different town/city. Advertise it in said town/city to gain foot traffic and more of a "carnival" atmosphere. It will encourage people from other towns yo visit for the day and think about moving here. Make it much more well known that Andover has services for at risk youth and hire help for town social workers so they can expand their programming, visit high school and the glts. Involve all glts students in community projects alongside ahs students. Have glts students mentor an Andover elementary age kid. More diverse journalism in the townsman. I would support the town promoting the painting of the wall near Perfecto's with BLM and other racial justice themes. A group of high schoolers and their parents were planning on doing this mural years ago but not sure what has slowed the process down.	12/9/2020 8:13 PM
392	Let's openly admit there are problems and have All our leadership and educators do Sensitivity training	12/9/2020 8:10 PM
393	More training for schools (students and staff) and town employees about diversity, equity, inclusion. Also there should be more anti-racism incorporated into all school curriculum, even as early as elementary school.	12/9/2020 8:08 PM
394	Being proactive, organizing events to educate about the importance of having diversity, equity, inclusion and social justice, and that sending a clear message that racist or other forms of discriminatory behavior won't be tolerated.	12/9/2020 8:05 PM
395	Sadly, I have no idea. I don't know enough about how Andover governs.	12/9/2020 7:53 PM
396	Have town officials and staff participate in diversity training such as this one: <a href="https://www.factualitythegame.com/">https://www.factualitythegame.com/</a>	12/9/2020 7:48 PM
397	Evaluaye job descriptions to not exclude people.	12/9/2020 7:42 PM
398	Andover Diversity Council-volunteers or different backgrounds to discuss/ debate this question.	12/9/2020 7:41 PM
399	Hire diverse people and not solely focus on a diversity role. This should be done in town positions, police, schools and the fire department.	12/9/2020 7:39 PM
400	Include all religions on the committee. Start educating children as early as kindergarten. There are not many books or curriculum avail to these teachers . It needs to change. LGBT families , families of color, religions are not shown in town. Start showing diversity in town and in schools And respond when hate crimes are visabke.	12/9/2020 7:38 PM
401	International celebrations. Campaign for more diverse workforce.	12/9/2020 7:37 PM
402	develop more of a curriculum in social studies at the elementary level	12/9/2020 7:28 PM
403	Education for the community on diversity Celebrating diversity	12/9/2020 7:19 PM
404	Id like to see geater diversity being represented in our hiring practices.	12/9/2020 7:10 PM
405	Be open to everyone about the decision making process, not make decisions because concerned about potential legal issue, do the right things, just use common sense, be mindful everyone count.	12/9/2020 7:09 PM
406	Andover needs to recruit a more diverse workforce in all town departments to reflect the diversity in the community. Andover needs to provide more opportunities for diverse groups to share their talents and cultures with the community. NOT a food event, but a genuine event learn something of substance about other cultures. Start reading social media. See how the residents really feel!	12/9/2020 7:07 PM
407	Appears the diversity team assembled whole heartedly is aligned in thought (from their organizatioinal titles). if it is wished to truely get to a better place thouse with dissenting	12/9/2020 7:03 PM

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options should be included. Might start with a member of the Catholic Church (i.e. the church has generally frowned on Gays/etc.)

408	To be more inclusive of all, and listen with an open mind. Have diversity represented to understand how decisions that are made effect all.	12/9/2020 7:00 PM
409	They should hire more teachers with diverse backgrounds and public service officials.	12/9/2020 6:50 PM
410	parent workshops, student workshops	12/9/2020 6:50 PM
411	Finding an appropriate person to lead the conversation. A Paula Green.	12/9/2020 6:48 PM
412	Get rid of the 3 white men in charge and bring in some diversity. Also, why are you spending so much money on this survey that isn't even grammatically correct? Put that money towards other things. Why are you not making this survey yourself? It's so easy.	12/9/2020 6:47 PM
413	Learn from black peoples what can be done to improve. All departments need to admit there is a problem. Since there's so many white people they will think there's none because they haven't seen it or had it happen to them.	12/9/2020 6:47 PM
414	Have more farmers markets put on by the Merrimack valley black and brown voices	12/9/2020 6:46 PM
415	Better education and transparency.	12/9/2020 6:45 PM
416	More diversity in town offices and schools	12/9/2020 6:34 PM
417	Open communication	12/9/2020 6:34 PM
418	Add individuals to the mana tent team that represent some of the diverse groups.	12/9/2020 6:17 PM
419	1. Hire more diverse staff throughout town services, schools and administration. 2. Include cultural diversity in education curriculum and town events and services 3. Change policing approach towards minorities and hire more diverse police staff	12/9/2020 5:23 PM
420	As stated in above question 14 - offer more opportunities for affordable housing.	12/9/2020 5:08 PM
421	Ongoing opportunities to listen and have conversations How diverse is town staff?	12/9/2020 5:05 PM
422	More inclusivity on boards and within the administration. Open conversations/events with people of color similar to the multicultural nights that are held at the schools.	12/9/2020 4:39 PM
423	Events such as concerts, all town reads, maybe a food fair in the park that week to highlight the unique aspects of our cultures and traditions so that we learn about one another and appreciate the ways we are alike and different.	12/9/2020 4:33 PM
424	The library can dedicate more programs to minorities and multicultural gatherings. We can also see more multiracial representation in our administration and public officer holders.	12/9/2020 4:18 PM
425	1. Better physical connections (like bike routes) with Lawrence 2. More diverse/local vendors at Farmer's Market, Craft Fairs, etc. 3. Getting Andover school kids outside and involved with the Merrimack River and its communities (environmental justice) 4. Getting Andover more involved in water quality of Merrimack River	12/9/2020 3:59 PM
426	Promote all people of all races to run for town office.	12/9/2020 3:51 PM
427	More diverse hiring and support is needed for those folks to succeed.	12/9/2020 3:20 PM
428	More moderated forums for towns people where the concerns of people experiencing challenges to the above can be heard. Like many andoverians, I don't know enough people of diverse backgrounds personally.	12/9/2020 3:16 PM
429	Teach it to students. Note it to parents. No town hires for this. Enough money wasted on positions like the Business liaison.	12/9/2020 3:12 PM
430	I think the Town and schools would benefit from educator professional development around creating a learning community that draws upon all diverse backgrounds and acknowledges and celebrates what diversity brings to the community. Also, as a community, I feel that many in the community have a preconceived notion of what is "normal" or "acceptable" or "correct" for all people, and these ideas exclude many families and individuals who do not fit into these molds. As a community, I feel that everyone could benefit from seeing value in different cultural, linguistic and ethnic backgrounds, as well as different family definitions and dynamics, and to see the value that all individuals bring to a community. (not just the value of	12/9/2020 2:54 PM

## Town of Andover

those who fit a certain "mold") I also feel that the Town could incorporate Town events that are inclusive to all and include cultural events, celebrations, and themes from different cultural and ethnic backgrounds.

431	Implement a more radical and antiracist education. Teach about how the foundation of our country is built off of slavery and indigenous genocide and how we are indebted to black and indigenous people; not from a place of guilt but gratitude and love. Make it an entire class like health class. It is health class for our community. Make a center that will function as a safe space for activism and anti racism to take place fully funded by the town where BIPOC can feel safe surrounded by other BIPOC. Fund the critical thinking and movement building spaces that the BIPOC community in Andover needs and which will help transform the environment of this town from a place of love.	12/9/2020 2:25 PM
432	These are important conversations to have. Need someone full time to work with the town and schools.	12/9/2020 2:02 PM
433	Engage in a process where you examine what other communities are doing - regionally and beyond - to engage residents. Provincetown used to do a radio program - with call-ins - with their Town Manager. Can that be done as a Zoom? Have standing office hours for Select Board members, in the community? Hire folks from the diverse backgrounds we seek to engage so people see themselves and feel comfortable engaging with their community.	12/9/2020 1:58 PM
434	Stop building f*****g mansions. I am fine with continued development but build reasonable houses that real people can afford. Otherwise you just have a bunch of white lawyers and heirs to family wealth. New rule: you can only build a million+ dollar house if there are fewer than 3 on the market.	12/9/2020 1:55 PM
435	make sure there is more affordable housing in the area. give permits and licenses that favor minority business owners.	12/9/2020 1:52 PM
436	More celebrations of holidays like Diwali, Juneteenth, etc and more educational/cultural opportunities to learn about other cultures/people	12/9/2020 1:43 PM
437	interfaith activities. town activities around more diverse events (celebration of all holidays).	12/9/2020 1:41 PM
438	na	12/9/2020 1:37 PM
439	Not sure - we are minimally involved in town activities as we neither work here, nor attend faith services here, and our children are older.	12/9/2020 1:36 PM
440	K - 12 diversity training during every year the student is in school.	12/9/2020 1:17 PM
441	Represent multiple sides of each position. Seek open minded input from the get go, rather than after decisions are essentially made.	12/9/2020 1:14 PM
442	Training for all departments to improve respect for all people. Employ more diverse people.	12/9/2020 1:11 PM
443	Hold cultural events of different communities, showcasing few aspects (food, clothes, dances, etc.), something like a passport to the world, of course after the Covid madness is over.	12/9/2020 1:05 PM
444	I would like to see more unique events downtown celebrating different cultures and the arts. Andover day is awesome but would love to see Art Andover (like Art Basel)! Art fair, maybe st Patrick's festival, cinco de Mayo, Diwali, Chinese New Year, there are many events that can be brought downtown using the park and it would add some Cultural diversity.	12/9/2020 12:43 PM
445	Training for town employees.	12/9/2020 12:43 PM
446	Celebrate cultural diversity through arts, festivals, food, grocery shops. Offer healthy and tasty vegetarian alternatives with ethnic flavor at the Senior Center. Invite artists from diverse cultures to perform at the library, and schools. Offer programs that highlight early African-American history in Andover and connection to Lawrence at the Historical Society.	12/9/2020 12:42 PM
447	Promote to include a more diverse workforce, management, businesses, and continue to educate residents with respect to diversity, equity, and inclusion.	12/9/2020 12:39 PM
448	Look at the big picture but don't miss the details. Develop a long-term plan for community development with an awareness of human needs. Think housing that is affordable (and not all meet-state-guidelines Affordable Housing) for increased financial inclusion to encourage younger and older populations. Consider the needs of people with physical and emotional challenges. Encourage business for affordable shopping, dining, and entertainment.	12/9/2020 12:35 PM

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449	See above	12/9/2020 12:30 PM
450	training for the police and first responders	12/9/2020 12:30 PM
451	Informally Celebrate (mention) various cultural holidays such as Orthodox Christmas at schools and throughout town to educate others	12/9/2020 12:30 PM
452	Find ways to build housing available to people who can't afford the housing prices in Andover	12/9/2020 12:27 PM
453	Keep on trying, it's not easy but it's important.	12/9/2020 12:21 PM
454	More work and education about best ways to be allies. More public programming committed to sharing communities of color cultural programming	12/9/2020 12:18 PM
455	civilian oversight of Police and Fire Dept. allow cannabis companies to set up in town as to give minorities a chance to benefit from recreational and medical marijuana business models	12/9/2020 12:18 PM
456	Eliminate political correctness.	12/9/2020 12:18 PM
457	Cancel the diversity audit	12/9/2020 12:16 PM
458	I am concerned about the handling of diversity, equity and inclusion in the school system. How is the town interacting with neighboring communities on this Merrimack/N. Andover and Lawrence?	12/9/2020 12:12 PM
459	We think the number one step to consider is bringing in leaders, organizers and educators who have specific demands and recommendations about how municipalities can change policies, practices and infrastructure to promote racial, economic and gender justice. As part of this process, it is vital that Andover town leaders reach out to residents and community leaders of surrounding communities like Lawrence with larger populations of BIPOC residents, many of whom have deep connections to our town through family, work, commerce, etc.	12/9/2020 12:11 PM
460	Don't know	12/9/2020 12:07 PM
461	Admit the incident with the fire personnel going after the two women of color was racially motivated.	12/9/2020 11:59 AM
462	Replace Town Manager	12/9/2020 11:58 AM
463	fire police chief, chad cooper and the rest of police officer involved in the aberdeen case.	12/9/2020 11:57 AM
464	Celebrate minority communities Condemn racist incidents when they happen across USA	12/9/2020 11:55 AM
465	Talk to local leaders who are themselves diverse--racially, foremost, but any LGBTQIA+ groups, and possibly low-income groups.	12/9/2020 11:50 AM
466	Set aside positions in the town committee and other organizations specifically for minorities	12/9/2020 11:47 AM
467	1. Begin a public discussion of the town's resistance to change. 2. Identify a Town Ombudsman to whom citizens can take questions, observations, or complaints without fear of disrespectful resistance.	12/9/2020 11:45 AM
468	Maybe more affordable housing....	12/9/2020 11:39 AM
469	Question 17 is a problem. Racial is not the same as ethnic. Race is a poorly defined social construct, while ethnicity is the group that one identifies with, which could be a religion or region or some other defining characteristic. Does a person from a Pacific Island identify themselves as Asian (or visa versa)? If my family emigrated to Europe from Africa 3 centuries ago, would I not be of European Descent?	12/9/2020 11:38 AM
470	Try harder for inclusion	12/9/2020 11:36 AM
471	No insight	12/9/2020 11:34 AM
472	Commit to hiring, supporting, and promoting BIPOC. Divert money from public safety to education. Fire racist town employees.	12/9/2020 11:31 AM
473	Hire more women in town gov't leadership positions and chart a course for flexible municipal employment -- work from home, flex hours for working parents etc.	12/9/2020 11:30 AM
474	Keep doing what you're doing.	12/9/2020 11:30 AM

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475	Diversity at police department	12/9/2020 11:25 AM
476	none	12/9/2020 11:09 AM
477	Put a person of color in charge of the diversity committee. It seems contradictory to have white people leading this. Hold conversations for young people about race.	12/9/2020 11:06 AM
478	Make a concerted effort to hold listening sessions and other opportunities where people can air their concerns and feel heard and let those sessions help guide future actions. Don't be tempted to act without involving the very people who have been disenfranchised in the first place. This will take time and sustained commitment. It will never be done, finished, and all set. It's going to be a constant work in progress.	12/9/2020 11:05 AM
479	Make sure women and people of color are being properly represented in businesses, town management, etc	12/9/2020 11:02 AM
480	A noticeable issue for me is when I go into Town Hall. There is no diversity. I have never seen anybody besides white working there? Also question #17. Only allows me to identify as one.	12/9/2020 10:58 AM
481	Whatever efforts are being done, I think there needs to be a good communication mechanism to show those efforts as I am not aware of any	12/9/2020 10:54 AM
482	Recruit more diverse candidates for open positions and encourage diverse townspeople to become active on boards and commissions	12/9/2020 10:51 AM
483	-Recognize our lack of ethnic and economic diversity. -develop programs to recognize and encourage our civic engagement	12/9/2020 10:36 AM
484	A department lead/director with a team managing diversity, equity, and inclusion with oversight of town politics, processes, schools, business, inter-faith, and individuals.	12/9/2020 10:32 AM
485	Town. Hall mtgs to discuss. Any and all problems	12/9/2020 10:22 AM
486	there are people who work for and in the town of Andover, teachers, public works, safety depts that can't afford to live here. It would strengthen the community interactions and diversity if they could.	12/9/2020 10:05 AM
487	Lead by example. Most people think Andover is immune to discrimination. It isn't. I think here are many great efforts made toward inclusion, but change takes time. Rather than forcing equity on people, lead quietly but firmly as I believe is being done now. Our library and it's programs and visibility is a great way to keep spreading the message.	12/9/2020 9:53 AM
488	Town first needs to look inward at its own staffing and diversity. Town needs to work on inclusive policies internally that support physical (ADA improvements for existing businesses, front entrance of library, not just back door which was a huge equity error) changes in the community as well as cultural changes.	12/9/2020 9:52 AM
489	- engage content experts to lead a town-wide initiative - foster more consistency in DEI practices across town-sponsored departments (ie schools) and events	12/9/2020 9:44 AM
490	PAY more attention to senior citizen needs esp Baby Boomers who are retired but very active and vital. Very little money fr the town is actually earmarked for the sr center .The new director is always looking to cut costs and reducing active programming. Hire more teaching staff of color by reaching out to minority candidates.	12/9/2020 9:26 AM
491	to listen get all facts stay calm do not let the voices of the few out speak the voices of the many. To many times this town reacts without finding out all the facts, taking the position of the complaint being made and fanning the flames without due diligence	12/9/2020 9:25 AM
492	Promote the current assets and resources we already have in a manner and in venues that attract a more mixed populace who can realistically afford the housing stock we have.	12/9/2020 9:22 AM
493	None needed	12/9/2020 9:18 AM
494	Andover Police Department isn't at fault for the many black men and women that are killed by police each year. But they SHOULD express that those fatalities are not OK and what Andover does to prevent that from happening in our town or neighboring communities. I'm so tired of people keeping quiet because it is "not a problem here". If you live in the US, you need to be part of fixing the problem in the US.	12/9/2020 9:18 AM
495	Hannah Duston monument is looking for a new home. Andover may be a good location.	12/9/2020 8:47 AM

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496	More inclusive events in town	12/9/2020 8:46 AM
497	Encourage and support people from all backgrounds to participate in Town of Andover activities. Highlight some of the activities on social media and include an invitation to participate.	12/9/2020 8:44 AM
498	Racism and "perceived" acts of racism and intimidation are a BIG deal and the town needs to respond in a BIG way. Make the issue known to the community, along with the actions taken to resolve. Call even the small things out. More training on DEI.	12/9/2020 8:32 AM
499	For starters - I am American and I checked Asian/Pacific Islander - what information does that give you at all of my ethnic origin? How do we get people to acknowledge color and embrace the variety in people. The non white people are not "ethnic" - it is just their way of life.	12/9/2020 8:30 AM
500	New management at all levels. Can't fix it with a survey and with the same administration.	12/9/2020 8:28 AM
501	1. Develop a Diversity and Inclusion Committee 2. Have a minority authors section in the library and bring in speakers of color	12/9/2020 8:21 AM
502	Identify action based steps around D&I and highlight them. Call for focus groups around this topic.	12/9/2020 8:18 AM
503	Let's talk about it more. Have we increased or decreased people of color and women in public administration and town services (PD or FD)	12/9/2020 8:17 AM
504	Schedule periodic forums on shorter cadence and invite people to participate. Consequence have to be real and informed so that there is awareness within the society about repercussions of supporting any such undesired causes of bias.	12/9/2020 8:03 AM
505	Hire a more diverse workforce and educate young people about diversity and the benefits of a diverse community.	12/9/2020 7:57 AM
506	Continue with regular panels/discussions Be open about problems (all of them, not just race) Look at data re schools, achievements, etc.	12/9/2020 7:52 AM
507	Hire diverse people for roles within town management. Welcome BIPOC business. Acknowledge inherent bias and racism	12/9/2020 7:45 AM
508	Hire more people of color. Increase training in schools, with town employees, and the community about diversity and race. Hold students, town employees and community members more accountable for incidents of racism.	12/9/2020 7:39 AM
509	Don't go overboard on this.	12/9/2020 7:39 AM
510	I think the "town" is doing a good job. I don't think you can totally control all people and sometimes there are just bad people or stupid kids. Most insensitivity comes from the home. I don't see how the town can change that. Schools in my opinion are doing a good job. Until the wealth gap all over the country and also in Andover is addressed- their will always in equity issues. I think this plays a big part. In terms of diversity- I think Andover has a lot of diverse students and families. My children and myself have a pretty diverse group of friends (race, transgender, gay etc.). A good amount of these people we have met in town and in our neighborhood.	12/9/2020 7:30 AM
511	Stop listening to whiny, privileged white women tell you we have a race problem.	12/9/2020 6:56 AM
512	Listening sessions with impacted groups so you hear from people who are directly impacted especially for law enforcement. Strengthening our relationship with our neighboring city of Lawrence so residents have more opportunities to learn and support other groups.	12/9/2020 6:54 AM
513	Education for all town employees.	12/9/2020 6:41 AM
514	Make it a priority in training regarding inclusion! And hire for diversity and nit pay lip service to it.	12/9/2020 6:19 AM
515	Access to business development	12/9/2020 3:22 AM
516	Promote minority -owned businesses	12/8/2020 11:34 PM
517	I'm more concerned with institutional racism than blatant racist acts. Racism training for town employees - Materials from Robin DiAngelo may help, esp. regarding implicit biases. Hire more	12/8/2020 11:15 PM

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black and brown teachers so students see POC as leaders. Hire more black and brown police. Require more affordable housing

518	Make engagement in town government like buying baby yoda on Amazon - super simple.	12/8/2020 11:00 PM
519	Inclusive to all without excluding past/tradition. For example, let's celebrate and enlighten all holidays. Like they say the more you know...	12/8/2020 10:59 PM
520	All-employees-Agency wide awareness, quarterly refreshers and immersion sessions with diverse community members.	12/8/2020 10:51 PM
521	We should close schools on the Jewish High Holidays We should administer unconscious bias training to our police force We should consider offering some form of age appropriate unconscious bias training in our schools	12/8/2020 10:35 PM
522	More widespread communication about town events- more multicultural town events with better use of public grounds. Live music- family night events that are not fundraisers, food, speakers, movies, etc in the park in the main square. Anything inviting to families would be good. More youth sports and enrichment opportunities in the evenings/weekends Adult Enrichment programs	12/8/2020 9:59 PM
523	Introduce different learning via Civics class. An improved and consistent curriculum for all town schools K-12. Showing the history of power, equity and inequity in American History. As well as role models in the ethnic community. Bottom line is we need to somehow do a better job, not just on educating, but perhaps with the content or story of what is being told which is not reaching out far enough.	12/8/2020 9:55 PM
524	Diversifying hiring practices in town positions. Training coaches/club and extracurricular advisors in implicit bias.	12/8/2020 9:53 PM
525	Encourage more affordable housing development, more ability in zoning for people to have accessory dwellings on their properties	12/8/2020 9:41 PM
526	Outlaw racist symbols	12/8/2020 9:34 PM
527	I also would defer to those impacted and who can speak to their experience.	12/8/2020 9:29 PM
528	Education at all levels	12/8/2020 9:28 PM
529	Educating kids about different cultures and religions would be a good start.	12/8/2020 9:09 PM
530	we REALLY need some diversity in teaching staff...Mr Bledsoe is the ONLY African American teacher...REALLY that is so sad! Why can't the district attract more diverse teachers?	12/8/2020 9:07 PM
531	Don't know	12/8/2020 9:03 PM
532	I'm not aware of what exactly Andover does for diversity, equity, or inclusion. That is the problem. It's not what you do, it's that we don't know what you ARE doing.	12/8/2020 9:01 PM
533	A lot of racist incidents I've heard about happen at the high school, and involved the corner SRO. Research had shown that school resource officers do far more damage in supporting the school to prison pipeline than any benefits. I strongly believe the town should eliminate that position and put the money toward social workers or councilors to help students. The overall district curriculum also needs updating to teach antiracism. For example, the whole 5th grade at High Plain was assigned a book from the 1970s that referred to Massive Americans as "redskins" throughout the book.	12/8/2020 8:53 PM
534	Strong diversity training for town service providers	12/8/2020 8:49 PM
535	Host more cultural events that represent the diverse communities in town. Diwali celebration, dance and food festivals, Andover Day focus on cultural diversity, etc...	12/8/2020 8:46 PM
536	Training on unconscious bias and understanding media and press should be a focus in school.	12/8/2020 8:45 PM
537	Training all town employees, hire employees from various races, genders, and other identities	12/8/2020 8:41 PM
538	Examine racial history in Andover	12/8/2020 8:38 PM
539	More history and social studies is needed in the elementary level.	12/8/2020 8:37 PM
540	More diverse boards in the school system and government Better school education on diversity and sensitivity training, look into what colleges and universities are doing.	12/8/2020 8:34 PM

Town of Andover

541	When it is safe for all of us to resume our normal activities it might be possible to have special events aimed at celebrating diversity with emphasis on encouraging everyone to interact with people with whom they hadn't come into contact during their usual routines.	12/8/2020 8:32 PM
542	The lack of housing choices here contributes to a less diverse community. We'd like to continue seeing affordable housing options promoted and embraced by the town.	12/8/2020 8:29 PM
543	More representation. Where are the people of color? What opportunities are they getting in the community, to make decisions.	12/8/2020 8:12 PM
544	Having more diverse people in the town and more groups and festivals celebrating diversity	12/8/2020 8:09 PM
545	I think the town needs to make diversity on committees and departments a priority. I think the town needs to be inviting two businesses from black or brown owners. Many people and Andover seem to be quietly homophobic. Many progressive political signs I heard or either defaced or stolen this year. I've heard young students are emboldened to be racist	12/8/2020 7:57 PM
546	Training for police and fire personnel. Helping residents know how to confront incidences when they occur.	12/8/2020 7:53 PM
547	1. I think there needs to be a real look how all town department, the schools (staff and students), business the public, etc deal with issues and what are their policies. Maybe we need stronger policies with real consequences. Nothing will every change without there being consequences. 2. We need to educate people for them to internalize why diversity, equity, equality and inclusion of all is so important. Change one's feeling and we will see changes in behavior. We will see people will want to have change. There are so many things that can be done to make people see others as people just like them. To appreciate how we are alike and how we have different ways. Have international fairs in the park, food events, music events, art events, theater and dance events, movies, panels where various people tell about their lives, accomplishments and dreams, etc. I'm sure there are a million more ideas that can bring all of us together with an open mind, desire to learn and have fun along the way. People will learn without even realizing that they are changing.	12/8/2020 7:53 PM
548	1.) More programming on churches and schools addressing the issue. 2.) Encouraging businesses that would bring in more racial diversity	12/8/2020 7:48 PM
549	1. do not guilt shame 2. do not emphasize one diversity group over others ex. (blacks over others, trans over others)	12/8/2020 7:39 PM
550	Hire a more diverse workforce for starters.	12/8/2020 7:37 PM
551	There should be more awareness and there should be more unity among all races. Our police force should participate and recognize different races.	12/8/2020 7:29 PM
552	Andover Rec and the Youth Center are incredible resources for parents and families - I think they can be utilized more to help promote this cause to people of all ages and backgrounds.	12/8/2020 7:27 PM
553	Keep doing a great job!	12/8/2020 7:21 PM
554	Awareness of workplace biases; awareness of biases when working with minority residents	12/8/2020 7:20 PM
555	Much more ongoing training for police and fire Work on figuring out how to hire more diverse teaching population candidates often prefer Newton and Brookline for proximity to Boston	12/8/2020 7:18 PM
556	A business campaign and signage, etc. to be more welcoming	12/8/2020 7:14 PM
557	1. Educate people. Bring in experts to lead a series of conversations, working groups, book clubs to educate people first and lead them through self reflection around equity and race 2. Ensure that all town decisions are made through a lens of equity first	12/8/2020 7:10 PM
558	Curriculum changes, punishment	12/8/2020 7:10 PM
559	Nothing. The town handles complaints well and is a welcoming place	12/8/2020 6:56 PM
560	Prioritize the children rather than the teacher's union	12/8/2020 6:49 PM
561	Dei hiring goals Attracting minority owned bussiness (offering tax incentives or subsidized loans) we have such a diversity in neighboring towns that would make andover more inclusive and less majority white	12/8/2020 6:43 PM

Town of Andover

562	AYS promotes DIB as do many of the community programs in Andover, trails, faith communities.	12/8/2020 6:43 PM
563	A community forum that centers BIPOC, lgbtq+, immigrant, low-income, and disabled voices.	12/8/2020 6:42 PM
564	Seek more black and brown owned businesses into the downtown area. Do more reach out and x-community events bringing in area communities that are more diverse	12/8/2020 6:41 PM
565	Provide funding to form steering committees in the schools. It starts with young people and making sure they feel included. Tap into some of the in town resources such as the inclusive places of worship (South Church and the Unitarian Universalist Church come to mind as well as Temple Emmanuel.)	12/8/2020 6:36 PM
566	Continue open conversations on these topics in the town	12/8/2020 6:26 PM
567	More affordable and multi family housing options. Remove funds from police and invest in resources for English language learners. Diverse Representation in leadership positions in identity, neurodiversity, and class background.	12/8/2020 6:25 PM
568	1. Get the diversity and inclusion commission going. It would be highly advisable to have the commission be comprised of majority minority demographic. It would also be best if at least half of the commission members are town residents. The commission should have enforcement authority with a clear mandate and powers to launch investigations into cases of systemic biases. 2. Make a hiring plan to have the town government be representative of the town's demographics.	12/8/2020 6:17 PM
569	Build a DEI committee in all facets with regular meetings that tie in the community	12/8/2020 6:16 PM
570	After Covid... different social functions.	12/8/2020 6:10 PM
571	Don't discount older people, they have a lot to offer.	12/8/2020 6:10 PM
572	small group (virtual) meetings	12/8/2020 6:03 PM
573	Ensure training for police and fire.	12/8/2020 5:59 PM
574	keep a better balance of all religions, race, and diversity on one level and dont make others uncomfortable that if they voice their opinion it's not heard	12/8/2020 5:59 PM
575	I would recommend an anti racist webinar, and anti racist classes in elementary, middle, and high school curriculums!	12/8/2020 5:44 PM
576	I think you're moving in the right direction in terms of bringing these issues to the fore. Keep on raising them in the public forum. The arts could help tremendously -- we need a large scale mural or two in downtown Andover, celebrating both our history and diversity. And while it has been a number of years since my son graduated from Andover schools, I remember being shocked at the overt racism and anti-semitism in the playground, (not to mention one of the soccer coaches). Is there a program akin to the "Facing History Facing Ourselves" program in Andover? The kids need to be taught about diversity, racism, and prejudice in a developmentally appropriate way.	12/8/2020 5:18 PM
577	I would like to see more representation of our communities of color on all town positions.	12/8/2020 5:16 PM
578	A clear set of values to guide decision making in the town and schools	12/8/2020 5:14 PM
579	Really listen and build awareness of the TRUTH from black and brown voices about living in Andover via a task force with adequate coverage in the Townsman and on the website, and action steps outlined and taken! The task force should have all ages, genders included. I was saddened to hear the comments of many folks who had been discriminated against in ANdover schools and shops during the summer gathering behind the youth center where many speakers spoke of their Andover experiences. And the recent noose incident reported by the Townsman was a disgraceful act by an Andover citizen!	12/8/2020 5:12 PM
580	explicitly promote the value of diversity and multi-culturalism	12/8/2020 5:04 PM
581	Stop putting people into groups.	12/8/2020 5:00 PM
582	Be fair.	12/8/2020 5:00 PM
583	The town has done a great job so far, but perhaps come out publicly to support the police department with a written and signed statement of support	12/8/2020 4:59 PM

Town of Andover

584	We need to label the racism that exists in this town, say it is unacceptable, and act accordingly; we need to partner with the town of Lawrence and perhaps Phillips Academy to further our education and outreach to our literal neighbors	12/8/2020 4:56 PM
585	1. Hire a leadership position in the schools and at the town level to oversee and initiate the policies and programming needed to successfully enhance the diversity, equity, and inclusion of all members of the Andover community. These roles should be filled by people of color. 2. Create more opportunities to celebrate the arts in Andover while engaging local religious and cultural group participation. This includes updating the visual arts displays (e.g. the hot air balloon mural at the library needs updating) to feature greater diversity in artists and subjects. Holding celebrations that feature diverse participation (e.g. Points of Light Lantern Celebration in Lowell) across religious and cultural groups featuring live music, dancing, theater, etc. The broader the representation is at such celebrations the more people can learn from each other. This should occur in addition to not replacing the current celebrations (e.g. Santa Parade) as to broaden our appreciation of all cultures while maintaining well-loved traditions. Why can't we also celebrate Diwali? Or 2021's Year of the Ox? Children's crafts? Music? Lights? Sounds wonderful. My family and I would participate in all these and would make donations to support its cost.	12/8/2020 4:47 PM
586	Start in the schools. Especially Andover High School. Show no tolerance for racial slurs and ill mannered treatment to those of color. Include diversity training in the schools.	12/8/2020 4:44 PM
587	I have friends in town of many different races and backgrounds and none raise any issues so nothing has to be done. I interact with all equally and they with me. I've never seen or heard of any issues ever so what are you wasting time on this for?	12/8/2020 4:42 PM
588	More education on stereotyping and prejudice	12/8/2020 4:39 PM
589	Place more people of color in senior roles	12/8/2020 4:38 PM
590	I think to make the most change towards true racial equity, the Town of Andover should publicly support the stopping of funding of schools based on property taxes and meet with our state elected officials, Reps Nguyen and Moran and Senator Finegold, to talk to them about using their power in the state legislature to create equally funded public schools. I also recommend expanding the Race and Membership class at the High School, it seems fitting given a clear issue with race in America and Andover that this half-year class be required.	12/8/2020 4:38 PM
591	Mandatory race classes in schools	12/8/2020 4:35 PM
592	better	12/8/2020 4:33 PM
593	Report publicly on bias incidents and concrete measures to improve them.	12/8/2020 4:32 PM
594	- Consider benefits that are only available to diverse groups to establish new businesses in the town. - Celebrate diverse holidays in a more visible fashion - Research and model other town successes. May or may not be in MA.	12/8/2020 4:31 PM
595	I think to make the most change towards true racial equity, the Town of Andover should publicly support the stopping of funding of schools based on property taxes and meet with our state elected officials, Reps Nguyen and Moran and Senator Finegold, to talk to them about using their power in the state legislature to create equally funded public schools. I also recommend expanding the Race and Membership class at the High School, it seems fitting given a clear issue with race in America and Andover that this half-year class be required.	12/8/2020 4:30 PM
596	Recruit more minority from the community to participate or volunteer on the board. Post recruitment posters downtown to encourage people from other cultures to participate or the town could Sponsor a cultural Diversity month via zoom (upcoming Chinese Lunar New Year, Black history month, Hispanic Heritage, etc).	12/8/2020 4:30 PM
597	The Town Manager Andrew Flanagan must be more discreet with regard to how and where he spends his time out of the office after hours if he wants to maintain any semblance of credibility among the citizens of Andover. This should be a priority. Also the Senior Citizens in Andover are underserved, that is unless you are of Asian descent. Serving the aging is not about bricks and mortar. This is about elderly shut ins living in Andover. It is about stopping the shuttle during COVID. That shuttle should run all day if it can only have the driver and one passenger. The elderly need to eat too. Also the Sr Center should have Zoom classes and technology available to those they serve now, during this pandemic. The elderly in Andover are discriminated against everyday. Create programs to reduce property tax for people over 80 that	12/8/2020 4:27 PM

Town of Andover

can't do 500 hours of free labor but live on a fixed income. Keep them in town and in their home rather than chasing them away cause they can't pay the taxes on their home. These are the real life problems in Andover.

598	1. Build more capacity and funding for Andover Day. 2. Strengthen community dialogue programs around DEI.	12/8/2020 4:20 PM
599	encourage candidates for a more diverse select board and school committee	12/8/2020 4:02 PM
600	Recruit businesses and people of different races and culture into Andover.	12/8/2020 4:02 PM
601	Would love to see zoning/policy changes that made housing in Andover more accessible to POC and lower income families.	12/8/2020 4:01 PM
602	Encourage input from diverse members of the community (ie, since the school committee members are all white...encourage diverse races get involved when helping to choose a new superintendant)	12/8/2020 4:01 PM
603	None	12/8/2020 4:01 PM
604	none known at this time	12/8/2020 3:59 PM
605	Please stop this hyper focus on race ... and dividing people into groups and sub-groups based on skin and hair color. It accomplishes the exact opposite of what is intended. Can we focus instead on what binds us together and find joy in our common values?	12/8/2020 3:56 PM
606	Promote deserving Non-White Scientists, Researchers, Historians, artists etc to highlight their achievements and bring them closer to what typical White deserving people have always seen.	12/8/2020 3:56 PM
607	APD needs more officers of color. Ideally the next police chief should be a person of color.	12/8/2020 3:46 PM
608	don't get pulled into playing identity politics. Make sure to hear past the loudest voices. know that lack of diversity is not the same as presence of racism.	12/8/2020 3:46 PM
609	more thrift stores, different non-Italian restaurants, shops that cater to a less affluent population	12/8/2020 3:37 PM
610	The town does not belong involved with diversity equity and inclusion. Manage the town as you are paid to do. That means tightening budgets. Save people money on their taxes and cut waist	12/8/2020 3:34 PM
611	I dont agree with Tram making an issue over a noose around Halloween, when there is a noose around a Trump skeleton right near downtown RIGHT FREAKING NOW. I understand the cultural signifcnace of a noose, but Ive found this town to be great to all people. I think there are people in town that look for trouble where there is none.	12/8/2020 3:29 PM
612	Hire more diverse people to represent the changing environment.	12/8/2020 3:29 PM
613	We need more diversity in our workforce and on our boards. we need to attract qualified people of color to work and live here and honestly feel included and valued.	12/8/2020 3:28 PM
614	It certainly seems that we could use more diversity with police and fire departments, and I'm sure in all other departments.	12/8/2020 3:28 PM
615	Hold police and fire personnel responsible for their actions. Don't give them immunity from their actions.	12/8/2020 3:27 PM
616	Show more Town of Andover interest in collaboration projects with Lawrence. They are right next door.	12/8/2020 3:26 PM
617	Encourage all those Andoverites to invite one minority family over for dinner each month from Lawrence or Boston so that they can walk their talk!!	12/8/2020 3:23 PM
618	stop making such a big deal about it. treat everyone equally and don't single out individual groups for special treatment.	12/8/2020 3:22 PM
619	Stop pushing it.	12/8/2020 3:21 PM
620	Police need to be aware they are here to serve the community and not dismiss concerns. I would again recommend more women in positions of power.	12/8/2020 3:19 PM
621	Leave it up to the citizens.	12/8/2020 3:12 PM

Town of Andover

622	Programs to educate bullies. It seems more is done to talk to the victims than correct the errors of the bullies	12/8/2020 3:11 PM
623	Eliminate the office, this is not a good use of taxpayer funds.	12/8/2020 2:55 PM
624	It starts within the home How can you change racist people's mindset	12/8/2020 2:55 PM
625	Do more to actively engage minority communities in conversations; encourage police department to be more open to conversations (my feeling is they've been very defensive which makes them appear resistant); acknowledge racism exists here; find qualified, marginalized community member to lead this effort.	12/8/2020 2:42 PM
626	She the history of andover with respect to diversuty	12/8/2020 2:31 PM
627	Go out and recruit minority for major decision-making divisions. Town has an opportunity for replacing the superintendent of the school. Why not try a minority candidate? Create a board for ensuring fairness across all functions. It should report to the Select Board. They should have oversight over all departments and interfaces to the citizens. Anybody can go in front of the board with complains that will have to be addresses transparently without any pressure from the town management. HR department is not capable of being impartial. I have personally experience their biases! Even when you complain they look the other way!	12/8/2020 2:29 PM
628	More afford housing, More diverse police force who can afford to live in this town	12/8/2020 2:28 PM
629	Not sure	12/8/2020 2:24 PM
630	More inclusion, address white privilege, educate,, work with schools because there's racism there too. Take action on racist comments on social media.	12/8/2020 2:22 PM
631	getting a group together to assess and address	12/8/2020 2:22 PM
632	A review of town hiring practices - how are we hiring? From where are we soliciting candidates? How are we privileging some backgrounds over others? Robust cultural education for current town leaders and employees. Clear and prominent statements of inclusivity and commitments to diversity.	12/8/2020 2:21 PM
633	Is there a DE&I committee with representation from the community. Start with the parents and town institutions.	12/8/2020 2:18 PM
634	Offer more opportunities for engagement to folks who are feeling left out.	12/8/2020 2:15 PM
635	Attention to more explicit welcoming of diversity in business, including a more welcome business environment to brown and black owned businesses. More affordable housing and more affordable business space.	12/8/2020 2:15 PM
636	The police need diversity training and I think the Andover education curriculum especially in history/social studies needs a major overhaul.	12/8/2020 2:13 PM
637	Address the issue in the high school with bullies and hold people accountable. Share how divers Andover actually is. Diversity is not just black vs white	12/8/2020 2:11 PM
638	Review of policies and procedures in all departments to ensure they are actively anti-racist. Establish plans with measurable goals to make offices, businesses, etc more reflective of the town.	12/8/2020 2:05 PM
639	Training, especially of employees coming into direct contact with the public.	12/8/2020 2:02 PM
640	broader housing options	12/8/2020 1:57 PM
641	Stop pandering to the fake victims	12/8/2020 1:43 PM
642	1. Change the charter to replace Town Meeting with a Town Council-Manager form of government. 2. Actively reach out to BIPOC members of the Andover community to take part in decision making processes. Consider paying people to attend public meetings.	12/8/2020 1:42 PM
643	Be open to discussion from all sides and backgrounds. Town Manager Flanagan, Chief of Police and Chief of Fire need to support their staff when FALSE accusations are made against their employees. The current approach is to allow false information to continue. This doesn't allow for communication or change and further divides the community based on inaccurate information.	12/8/2020 1:35 PM

Town of Andover

644	Rezoning to allow for more single home ownership	12/8/2020 1:28 PM
645	sharing the results of this survey would be a great next step	12/8/2020 1:27 PM
646	more affordable housing and educational opportunities	12/8/2020 1:16 PM
647	Andover should allow fewer housing developments.	12/8/2020 1:14 PM
648	First of all, I find out who "called out" Sobhan Navmvar several months ago for Chairing The Town Diversity program. He's a good man for the job and the names of those who "called him out" need to be made public. All emails sent to the Town or thru the Town email server are public information. Don't call him out CALL THEM OUT! That is the problem in Andover... hold people accountable for their raciest actions. NOW	12/8/2020 1:06 PM
649	Increased training and community dialogue. A town resolution and funding of equity position separate from police department. Improved diversity candidates in hiring. An HR audit of diversity candidates in hiring for schools, police, government. Ongoing training.	12/8/2020 12:58 PM
650	ESL programs Fee waiver for cultural groups to use Andover auditoriums	12/8/2020 12:55 PM
651	Perhaps advertising town employment opportunities in more diverse media	12/8/2020 12:47 PM
652	Concrete discussions led by town officials to get diverse groups in the room Hold town divisions accountable when bias is shown (e.g. recent off duty fire official harassing young woman of color)	12/8/2020 12:45 PM
653	Andover has literally been home to the Underground Railroad and abolishment. Let's not try and solve a problem that does not exist. Maybe you could help lower our property taxes.	12/8/2020 12:42 PM
654	Anti-racist training is essential. Employees must be called out when they are behaving in a racist manner. Often people say truly insensitive, racist things without knowing how hurtful the comments can be. Again, by acknowledging the conduct and teaching how to respond and behave in an anti-racist manner would go a long way to making much-needed progress.	12/8/2020 12:41 PM
655	None	12/8/2020 12:34 PM
656	Inclusion. We have seen reports of people resigning in public roles due to racism.	12/8/2020 12:32 PM
657	None	12/8/2020 12:27 PM
658	None	12/8/2020 12:26 PM
659	None	12/8/2020 12:24 PM
660	1. Better integration at Senior Center between different groups. Common programs to integrate Minority and Majority groups 2. School curriculum to boldly address unwillingness of the major institutions to address issue of slavery, Jim Crow and current hostility of the Majority population to fear the Minority group.	12/8/2020 12:10 PM
661	Have you thought of the town sponsoring a folk festival where people of the various ethnic groups in Andover could show off their unique cultural aspects, such as food, music, dance, etc.?	12/8/2020 12:09 PM
662	Learning about other people's customs, culture, issues, concerns, challenges may bring people together and lead to improvements. Also, those of various age groups, the youth can learn from elders and vice versa. A wealth of knowledge on both ends of the spectrum.	12/8/2020 12:06 PM
663	Weave a more comprehensive history of racism in America into the school curriculum and offer tools/training on how to recognize prejudice --- start early! Educate the police on the roots of racism	12/8/2020 12:04 PM
664	Stop with the surveys and pushing inclusion/diversity. It isn't organic for town leadership to do this. This doesn't encourage change or acceptance and could push people the other direction. And I'm a POC	12/8/2020 11:57 AM
665	None.	12/8/2020 11:49 AM
666	Honestly, no idea.	12/8/2020 11:45 AM
667	Hire more BIPOC people in management positions. Work on zoning issues to create more affordable housing.	12/8/2020 11:43 AM

Town of Andover

668	Try to attract small business owned by people of cooler.	12/8/2020 11:42 AM
669	More website messages of how people of Andover stands up to help people feel included.	12/8/2020 11:40 AM
670	No suggestions	12/8/2020 11:40 AM
671	I'm not aware of any issues relating to these issues	12/8/2020 11:37 AM
672	Visible and consistent signs of how Andover townspeople appreciate the practical advantages of diverse views and seek to increase them.	12/8/2020 11:36 AM
673	more low income opportunities	12/8/2020 11:34 AM
674	Police implicit bias training and continued conversation about race through discussions in the general public.	12/8/2020 11:34 AM
675	Not sure	12/8/2020 11:34 AM
676	Much more targeted effort is needed to recruit people of color for town jobs, including teachers, and other professional/management levels across the board	12/8/2020 11:26 AM
677	As a member of the Cultural Council- we are encouraging the applicants to reach out to the community and emphasize inclusion, diversity, equity.	12/8/2020 11:26 AM
678	Open up the schools.	12/8/2020 11:24 AM
679	Anything the town will do will just alienate the people against that subject. It would be nice to see more minority owned businesses in Andover. Provide tax benefits and zero interest loans for such.	12/8/2020 11:22 AM
680	Cut this bs. This town has no racism issues and by the way there are only two genders, can't make up your own, science is science.	12/8/2020 11:22 AM
681	New police guidelines; reform policies for police	12/8/2020 11:21 AM
682	I would like to see a survey and a focus group or two designed to identify specifically (by department, shopping district, school, etc.) and type of interaction (traffic stop, service request, retail shopping, etc. ) experiences that have caused pain to minority residents or visitors. A sample of Lawrence residents should be included.	12/8/2020 11:19 AM
683	After covid have celebration of different cultures. Example; food vendors at the Lowell folk festival, invite crafters etc	12/8/2020 11:17 AM
684	need to go away from in person town meeting votes and focal groups deciding plans	12/8/2020 11:15 AM
685	None	12/8/2020 11:15 AM
686	improve communication following investigation of a racist act the Town must learn to be "anti racist" and educate its population about what that means	12/8/2020 11:14 AM
687	(1) Promote self-understanding in employees so they understand the impact of their behaviors on other. (2) Include more diversity in boards, committees, non-profits, etc.	12/8/2020 11:13 AM
688	Wider recognition or understanding ( amongst employees? and residents? ) that there is a thing called hidden or unconscious bias. We need to correct for that....not by apologizing or overt manouevres but by becoming sensitive and kind to others who are different from one's own ethnic / social background. Not just politeness but really open to and accepting of "the other".	12/8/2020 11:06 AM
689	Promote more diverse voices through cultural programming, new businesses, and hiring. Educate the community on other cultures, races, and experiences. Partner more greatly with Lawrence or other nearby communities of color to create meaningful personal relationships with those that are different than the typical Andover resident.	12/8/2020 11:01 AM
690	Talking, listening sessions, trainings, and surveys are all well and good, but there need to be structural changes in how the town searches for personnel, how personnel are disciplined for racism, etc. There needs to be a consistent effort, *with deadlines* to effect changes, including changes to funding allocations, so that the appropriate people are responding to a given type of situation in the community. There need to be community-led programs and discussions of solutions, including student-led programs - bottom up, not top-down.	12/8/2020 11:00 AM
691	More training on how to treat people equally.	12/8/2020 10:59 AM

Town of Andover

692	I do not think we need a task force; the community is diverse.	12/8/2020 10:59 AM
693	No change needed.	12/8/2020 10:57 AM
694	Tough given COVID-19, but we need more dialogue. And then joint projects bringing us together. Not just talking at each other, but working together on common causes.	12/8/2020 10:56 AM
695	More cultural opportunities to learn about different cultures: teaching the Holocaust: online talks about the different ethnic groups in Andover- black, Japanese, Chinese, Indian etc	12/8/2020 10:56 AM
696	Implicit bias training for ALL town employees, staff, boards, commissions and volunteers.	12/8/2020 10:50 AM
697	I have no idea	12/8/2020 10:08 AM
698	test	12/8/2020 10:08 AM
699	Town-wide recommended read. Public forum to discuss that shared reading. Expansion of the public school D-E-I programs to include other groups such as business owners, elders, town employees	12/8/2020 10:00 AM
700	Acknowledge there problems publicly and create a place where people can feel safe in reporting, and/or working with the town to solve problems not just stick a bandaid on it and hope it gets better. More diversity in staffing and training would be a good start to. This work is humbling- we all have work to do, but the town should lead the way!	12/8/2020 9:59 AM
701	More publicity not only on the internet & facebook but written in newspapers & mailings	12/8/2020 9:59 AM
702	1. De-prioritize efforts around diversity, equity and inclusion 2. Prioritize efforts around government / civic duties and responsibilities	12/8/2020 9:58 AM
703	I'd like to see more diversity on the committee to reflect the population, ie, maybe reach out to various immigrant communities, a wider range of religious affiliations, etc. Diversity can mean equity for people with disabilities, people of various economic backgrounds, sexual orientation, etc., so reaching out to various groups is key. Also, ensure that all members of the group feel welcome, supported and safe to contribute to the conversation.	12/8/2020 9:57 AM
704	We need to be a leader in DEI instead of being reactive.	12/8/2020 9:56 AM
705	1) Mandate annual, meaningful, ongoing DEI training for elected officials (especially the school committee!) and town employees. 2) Do better with multicultural education in the elementary schools. It's really awful - very tokenized in our experience (a book about slavery or MLK during Black History Month). There really is no consistent approach to teaching kids from diverse backgrounds or to teaching all of the white kids about people from diverse backgrounds. The elementary school curriculum centers the experiences and values of white people. Full stop. It simply does.	12/8/2020 9:56 AM
706	FREEWIFI. Green new deal	12/8/2020 9:54 AM
707	Stick to managing the town and stay out of racial topics.	12/8/2020 9:50 AM
708	control spending, taxes need to allow older residents, as well as younger ones to remain in Andover!	12/8/2020 9:47 AM
709	NO COMMENT	12/8/2020 9:46 AM
710	Stop spending money on this issue.	12/8/2020 9:44 AM
711	Continue to review business and administrative practices to be fair, equitable and inclusive, including for those with disabilities. Less effort on spending more money to create new programs or initiatives.	12/8/2020 9:44 AM
712	Seek to hire more minorities in leadership positions Train town employees on bias ( especially for those who don't feel they have any bias)	12/8/2020 9:41 AM
713	Changing bias towards races very difficult to do. Glad Andover is doing it.	12/8/2020 9:40 AM
714	Perhaps interviews, conversations with different cultures on Andover Cable TV	12/8/2020 9:37 AM
715	No need as far as I can see.	12/8/2020 9:36 AM
716	Town Manager should look at hiring a more diverse staff than white males.	12/8/2020 9:36 AM

Town of Andover

717	The Town could engage residents in both education and habit building of these 3 areas.	12/8/2020 9:35 AM
718	Actively seek/identify/include persons of diversity. Seek wisdom of the youth in town.	12/8/2020 9:34 AM
719	Listen to what people have to say Do not jump to conclusions as soon as you see people of color. Transparency and absolute fairness while dealing with White people and People of color. Rules need to be the same for both.	12/8/2020 9:33 AM
720	replace all the nasty selfish white business-owning women with stores that high school students and middle school students can come in comfortably and shop around instead of these stores that carry ugly overpriced sweaters that only elderly women who have lived in Andover since the witch trails wear. Andover is exclusive and only exclusive to those who have money. no one cares what color you are unless you have money then youre in the clear.	12/8/2020 9:32 AM
721	Active recruitment effort for town boards and committees. Strong, difficult, examination into the training of groups such as the police and fire department.	12/8/2020 9:31 AM
722	Don't fall for the BLM organization, a communist front group. Rather stand up for all lives. Tone it down in schools and get back to education away from emotion.	12/8/2020 9:30 AM
723	Hiring more teachers of color. Examining curriculum in the schools and taking students' concerns seriously.	12/8/2020 9:29 AM
724	More forums for open discussion. Normalize diversity. Find ways to get people to not fear it, and to face their own fears.	12/8/2020 9:27 AM
725	The town does not need a specific diversity and inclusion manager. This bureaucratic measure is a waste of taxpayer money	12/8/2020 9:25 AM
726	stronger written / verbal support of our minorities in the community stronger responses to incidents	12/8/2020 9:24 AM
727	Tell it like it is, call people on their racism and their privilege. If they do not like it work with them to change their attitudes if you can.	12/8/2020 9:23 AM
728	continue to do what you are doing	12/8/2020 9:22 AM
729	Nothing. The town is doing just fine. We don't need to create situations or push a race issue.	12/8/2020 9:21 AM
730	Swift addressing of racial incidents Events to mark different cultures to spread awareness	12/8/2020 9:15 AM
731	Only have 5 ppl of color working for town	12/8/2020 9:13 AM
732	Town of Andover have been doing a great job.	12/8/2020 9:13 AM